

12 April 1978

MEMORANDUM FOR THE RECORD

SUBJECT: Office Directors' Conference, 7-9 April 1978

Opening

1. Mr. Blake opened the conference on Friday evening with some brief opening remarks. He said that the agenda had been set up to accomplish two principal things, both designed to make sure that the men who run the Directorate know what we are trying to do as a directorate. The two things particularly referred to are the Report on the Division Chiefs' Conference and the Personnel Development Plan (PDP). On the first he pointed out that no other directorate has conferences like our Division Chiefs' Conference, and he thinks it is a tribute to the Directorate that we give these action officers this opportunity to get together in ^{such} this sessions. On the PDP he underscored the importance of "bringing up" the next generation of Directorate leadership. He made reference to contracting practices and the fact that change is unavoidable since we cannot follow the luxurious practices of the past. He then said that there was perhaps a third purpose behind the agenda and that was to emphasize the importance of acting ^{together} as a directorate. In this regard he cited the example of the DDO which, in the face of great difficulty

in the recent past, stood together and showed its character as a unified organization.

2. He stated that the division chiefs are the ones "who lay hands on the people," and he called attention to the Division Chiefs' Conference Report asking the group to concentrate on the small committee reports.

3. He mentioned two upcoming difficulties. There are indications that some think the DDA, [] is too large, and he cited questions which had been raised by the House Select Committee on Intelligence and the DCI. The other difficulty has to do with the average age of Directorate supergrades, and he provided a handout on this subject. He also passed out a draft letter which he proposes to send to all Directorate supergrades, and he suggested that it be discussed at the Sunday morning session.

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Division Chiefs Conference
STAT 4. The Saturday morning session opened with a report from [] on the Division Chiefs' Conference. There were 60 people at the conference and participants were invited to identify issues for discussion once the steering committee had identified a central theme. Of 39 issues suggested, 6 were selected. The theme was "problems stemming from change." The conference format included four panels on employee problems (in which alcoholism was used as a "prototype" problem), opportunities for the use of mini computers and centralized

computers, new ways of doing business in the DDA, and position classification. [] said that the discussions on computers and on position classification were particularly heated.] The conference format also provided

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for ~~six~~ team reports on obsolescence of managers, acquiring qualified people, joint responsibility projects, Project CRAFT, ~~the DDA~~ the DDA role in the IC support and one other. In

obtaining evaluation of the conference the steering committee ~~shows~~ ^{chose} a quantitative approach and [] spent

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some time showing us the results of these evaluations which were generally quite favorable. After [] finished,

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Mr. Blake once again said how proud we should be to have such conferences, which he judged extremely valuable.

*Weekly
Reports*

5. After a general discussion of the conference, about which ~~there~~ seemed to be "generally favorable consensus, ~~on the part of (the Office Directors)~~ Mr. Blake ^{turned to the subject} of weekly reports. He said that although there may be some question in some quarters about the value of these reports, he wanted the Office Directors to know that he found them very useful, and that ~~he~~ He had just sent the reports dated 6 April forward to the DDCI to give him a bird's-eye view of some of the problems faced by this Directorate in the course of a fairly typical week.

Personal matter

STAT 6. There followed a brief report on the DDA on-duty strength by [redacted] (The Office Directors were told *there is a strong possibility* that in the future career trainees would be hired on 9-month contracts and would thus be less than full-time employees, not counting against ceiling. Mr. Malanick concluded that we were in good shape, but asserted that he wants us to be as close to ceiling as possible when the fiscal year closes in September.

PDP 7. Mr. Janney then gave a report on the PDPs of the various offices, starting with an overview projection of GS-15 and higher vacancies over the next several years. Some of the comments made were:

a. OTR does not appear to have sufficient development positions.

b. The MG PDP looks like the product of a pro forma exercise with everyone being a candidate for everything. This assertion was countered by Mr.

STAT [redacted] who said that every officer is looked at very carefully, but with a collection of generalists we do, indeed, end up with many candidates for many positions.

c. The Office of Security has one of the better programs with good rationale and good training. Mr. Gambino noted that there was a particular problem in

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the training of [] officers who are sometimes brought in on TDY for OTR training. Mr. Blake asked him for some information about which [] field officers have had the Mid-Career Course.

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d. [] asked if it would be possible for the Offices to get better feedback from the Office of Personnel on their PDPs and was assured that such feedback would be provided in the future.

e. The Office of Medical Services' plan covers only ^{MD's} ~~MBs~~ and the question must be asked what is the future of the non-^{MD} ~~MB~~ in the MM service. Mr. Blake indicated that such personnel cannot compete for higher grades given the present grade structure.

f. The MF roster seems based only on people already in executive positions and apparently does not include those with the potential to enter such positions.

g. Some GS-14s and 15s in the Office of Communications lack training plans but [] explained that this was due in large part to overseas assignments.

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8. During the discussion, a recent briefing of the DDCI was reported. Mr. Carlucci was shown the PDPs of all the directorates and he apparently found the information extremely useful. He had picked out one particularly bad example from another directorate and, noting the name of

the responsible officer, questioned his managerial abilities on the basis of the evidence provided by the PDP. Mr. Carlucci asked that a monitoring group be set up in the Office of Personnel with the authority to go into individual offices around the Agency to look at PDPs and APPs.

9. The conference was told that a new system is to be established in which all promotions to a given grade are to be scheduled at the same time for all components of the Agency. In addition, minimum promotion targets for all grades are to be published. These are apparently DCI directives.

10. Mr. Malanick suggested that it might be useful to have [] speak to one of the monthly DDA meetings and all agreed. [] who plans for replacements for the Office Directors themselves, and Mr. Blake noted that certain jobs had been identified by the EAG as requiring Agency-wide consideration when replacements were sought. Fifty-one such jobs were identified including the Directors of Training, Data Processing and Personnel.

11. In a report on the Support Chief's Conference, Mr. [] covered the eight questions addressed by the support chiefs of components with overseas personnel. Four of the questions had been developed by the conference managers and four others based on the [] study were

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*Support
Chiefs
Conference*
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submitted by Mr. McMahon. On the question of impact of reductions in support slots in the DO, the conference discussed regional support centers, increased TDY of headquarters personnel, the transfer of the work from the field to headquarters, ways to protect DDA slots and increased

STAT [redacted] The question about reopening the MG service has been referred to a special panel. The role of Operations support assistants was discussed at length, as apparently was the problem of data processing programs for the field and their relationship with the [redacted]

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12. Mr. McMahon's four questions and the conference's answers were:

a. Can we combine the support staffs? Not at the working level, but we might save a few senior positions through merger. The divisions are universally opposed, seeing the change as a dilution of their chain-of-command authority.

b. Should personnel offices be placed under personnel evaluation and management staffs (PEMs)? No, because the jobs are entirely different. They perhaps should be colocated but not merged. (This item led to a ~~lengthy~~ discussion about the role of the PEM officer in the DDO area divisions.)

c. Should B&F jobs be merged with plans offices?

No.

d. Should there be a centralized logistics office?

No, because the different divisions have different kinds of logistics problems.

13. The Support Chiefs' Conference covered such topics as the restructuring of administrative work, the possibility of cross-training communicators, and the station of the future. Special task forces were set up to report on regional centers, the role of the Ops support assistant, and the support officer of the future (including the nature of the MG service). report closed with a discussion of the differences in the DO under its new management.

14. The Saturday afternoon session opened with a number of personnel-related subjects starting with a review of officers holding positions of higher grade than their own. The APP was referred to as a good ^{affirmative} ~~evaluation~~ action plan and the Office of Security was given special credit for its progress in employing black officers. The black population in the Agency is now 7.6% of the total, with one GS-16 and three GS-15s who are blacks.

15. In a report on the Senior Rotation Program, Mr. Malanick said that the program was successful in the eyes of both supervisors and participants and that the program

should continue. As an indication of one particular individual success story, it was reported that [] an MZ careerist in the program, had been rated first in his grade group by his peers in the Office of Communications. Mr. Blake emphasized the importance of ensuring that plans are made for the return of these rotational officers to their home offices and that they should be given good jobs which are at least the equivalent of the jobs they left.

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[] is to provide a reminder note to each Office 45 days before the end of the tour of each participant. Mr. Blake said that Mr. Carlucci is quite impressed with the program and wants to establish a similar one for the Agency as a whole, with perhaps 30 jobs identified for the purpose. Mr. Janney is to work on the details. Mr. Blake raised the question about whether we should continue a separate DDA program once the Agency program ~~was~~^{is} established. In an ensuing discussion Mr. Blake emphasized the importance of building ^{leadership} ~~a relationship~~ for the future, ~~but~~ Messrs. Yale and Gambino suggested that it is difficult right now to get GS-15s to move very far from their power centers, expecting a certain amount of supergrade movement and thus promotional opportunity. Mr. Yale suggested therefore that we extend the program to cover GS-14s.

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16. There followed a discussion of an administrative trainee program of 10-12 weeks for people identified as "comers" in the Offices of the DDA. There was general agreement that this was a good idea but a suggestion that perhaps GS-12 was too high a grade and that GS-11 would be a better level (see handout). This led into a discussion of whether we should reopen the MG career service. If we did, three sources of personnel could be considered, namely, "top-notch" operations support assistants, new CTs, and personnel from the individual Offices of the Directorate. There seemed to be a general agreement that temporary loan from the offices was preferable to reopening the MG service but the matter was referred to the study group which had been established by the Support Chiefs' Conference.

PMCD

17. Mr. Janney gave a presentation on the PMCD, having first donned a protective bullet-proof vest. The basic principles of position classification are comparability with private enterprise and internal alignment, which is to say equal pay for substantively equal work. It is true that the CIA is exempt from the Classification Act, but the provision of law on pay comparability applies to all Federal agencies as does the law which set up the CSC and its authority to develop the Factor Evaluation System. As an additional constraint, the Agency obtains its ceiling from OMB as well as

its average grade. At the moment we count only full-time personnel against ceiling and, although the OMB questions this, they believe that they can control our part-time employment through dollar limitations. Mr. Janney said that position management is the responsibility of the position manager, including responsibility for avoiding over- and under-grading. PMCD, on the other hand, is responsible for position standards, position classification, position management, and pay policy (the latter including non-standard work schedules, scientific pay, FLSA, premium pay, and overtime). PMCD employees in the Agency against a government normal ratio of 1 to 500.

18. Mr. Janney showed an average grade chart which demonstrated that the average grade of positions had risen from 9.9 in 1965 to 10.7 in 1978 and that the average grade of personnel in the same period had risen from 9.5 to 10.3. This same chart showed that the cost to the Agency for a one-grade increase in average grade at today's salaries is

19. Mr. Janney showed another chart of grade reduction targets showing government-wide averages, the CIA average, and the target. In each case, the target appeared to be slightly below the existing CIA grade but well above the government-wide average. He indicated that the ^{Congress} ~~Commission~~ had challenged the number of GS-14, -15 and supergrade positions in the Agency. He also handed out a new publication

on the Factor Evaluation System just published by the Office of Personnel.

20. Mr. Fitzwater reported that he had been through the new publication and that it was his judgment that the requirements for a GS-15 under the new FES were such that relatively few, if any, of the Office Directors around the table would qualify for even a GS-15 much less a GS-18 under those standards. He said that in an attempt to meet the challenge of a recent PMCD survey, OTR had brought in an instructor from the CSC for a week following which all the job descriptions in the office were redone using the FES.

STAT 21. [] suggested that the principal problem with PMCD is that they face a conflict of interest because they are in the business of policing average grade. He suggested that they could be more helpful to the manager, as he has found them to be in other organizations, if they did not have this policing responsibility. Mr. Blake said that he wanted to talk to the Comptroller about this problem.

ADP 22. In the evening session, [] gave a report on the ADP program, starting with charts on ODP manpower allocations to Agency and IC projects, showing 48 man-years allocated to the DDA. He then showed a chart depicting how these resources were distributed within the DDA. In a series of individual charts, he reported on the MBO status of

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CONIF 3, GAS, agent pay system, CIARDS, headquarters preventive maintenance, P&PD management information, Smart terminal/mini computer procurement, ETECS #3, computer assisted medical processing system, PERSIGN 2, applicant processing, security access records system, SANCA enhancement, [] preventive maintenance program, training records system, and records information system. In the course of his presentation, [] stated that we are "backing into" word processing in CIA.

SHOTGUN
TOPICS

23. On Sunday morning, in a shotgun topic and rap session, the conference discussed Mr. Blake's proposed letter to supergrades. It was agreed that the Office Directors would tell their senior officers that the letter is coming.

24. The desirability of a State-of-the-Directorate address was discussed. [] pointed out that in the course of speaking to the many conferences coming up, Mr. Blake and [] would ^{be heard by} ~~cover~~ many more employees than would fit in the auditorium. There was also some question about whether today's uncertainties argued against having such an address. Mr. Blake will consider the matter further.

25. On dual delegation of authority, Mr. Blake pointed out the nature of the challenge, especially to the Office of Logistics. The DCI is expected to replace the existing system with a single delegation, thus ^{imposing} ~~intercrossing~~ a greater

a greater degree of discipline on the DDS&T. Mr. Blake expects Mr. Carlucci, who has a good feel for contracting, to be of assistance in this matter. The plan is to establish ~~the central authority with~~ the Director of Logistics as the central contracting officer for the Agency.

STAT 26. On DDA support to the community, Mr. Blake intends to make [] the point of record on all requirements for such support. Mr. Fitzwater asked about whether invitations for senior school nominations should go to the IC Staff and was told that they should but that ^{nominations} ~~responses~~ to OTR would be expected to be limited to only CIA personnel.

STAT 27. On codeword clearances, Mr. Gambino reported that the number of clearances in industry had been reduced by about 2,000 but that government clearances were up a similar amount. The Agency cut looks good however, especially in the [] area. They still hope to get SI categories I and II out of the codeword control system which would relieve our problem in obtaining clearances for terminal operators, but ~~he said that~~ until this happens, and it is a long way off, we can get exceptions. Mr. Gambino will be in touch with the two persons most concerned, the Director of Finance and the Assistant for Information.

STAT 28. [] gave a brief report on the results of the DDO records review and said that he hopes that similar achievements will be made by the DDA in its records review effort.

29. Mr. Gambino reported that we are no further along in our efforts to find the sources of specific leaks of classified data. He cited the example of a recent DIA leak of DO information in which [] had refused to investigate in depth, citing the sensitivity of this administration to anything that could be construed as harassment of newsmen. We are, therefore, ~~then~~ reduced merely to tracking leaks. He cited that on the second kind of leaks, represented by disgruntled employees "going public," we had only limited legal tools available.

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*Office
Reports*

30. Individual Office Director Reports:

a. OMS

- The Office has been unable to hire any black physicians, but one is in process.
- In cooperation with OTR, progress is being made on management courses.
- There have been problems in the EEO area, but progress is being made. They are working with Omega Ware on revision of the PET-B.
- The Assessment Center concept is time consuming but valuable. With DCI interest in flow-through, Dr. Bohrer asked whether we should run CTs through the Assessment Center early in their careers to identify leaders.

- OMS personnel are saddened by the experiences of their DO friends but are doing their jobs.
- The Office sometimes encounters rather hostile, demanding attitudes on the part of departing employees.

b. OS

- As a result of the [] case, the Office has new positions for their Industrial Security Program. There is a new Industrial Security Branch and an Industrial Polygraph Program [] (Mr. Blake noted that the latter program had seen remarkable acceptance.)
- They have been reemphasizing the reinvestigation program and are closer than they have ever been to their 5-year ~~fiscal~~ cycle.
- Recruiting is not going as fast as hoped.
- The Security Committee for the community is being transferred to the DDA to be managed by the OS. Nine positions have been transferred for this purpose from the Office and [] is to be the Executive Director of the SECOM.

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c. OC

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- 1977 was a year of change, and we had a video cassette of [] State-of-Comm talk to prove it.
 - The transfer of covert communications from

OC came as a real shock and will result in many problems because of the loss of mid-grade positions which had long been career goals for junior-graded personnel.

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- []
- Message volume has increased at an astonishing rate and circuitry to many stations is overloaded. A new technique for handling large amounts of data rapidly has been tested in [] it is called [] The first AFT will be accepted shortly, and ~~and~~ With these new techniques OC hopes to catch up with the volume explosion.

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- In EEO they are finding that minorities are proving not very successful in their highly

competitive work and some good people have been disappointed by their rates of progress. Unintended racism is expected and may in fact be present. They are working with OMS on sensitivity training.

- Morale in the field is generally excellent and people are still willing to take overseas jobs even though "perks" and advantages dwindle. Job satisfaction is high.
- Morale is not as good at headquarters; people see inconsistencies in senior management as, for example, when the IG and the DDO take contrary positions on the use of cables.
- The Comptroller has been "bugging" OC with unrealistic, and sometimes contradictory, demands. [] was praised as a major buffer in this situation.

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d. OF

- GAS is up and running.



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- Electronic funds transfer is working well for payroll purposes and Treasury wants to begin using it for staff personnel. They will experiment first with Treasury personnel and then will ask CIA to participate. A major problem is that participants are clearly identified ^{as} with CIA as ~~their~~ employees.
- Payroll is immensely complicated by the requirement to withhold taxes for 28 states and 3 cities, all with their own special forms. [] has been transferred to head payroll and to help handle these complications and their threat to effective personnel cover.
- Our monetary sources [] are back in operation and we are working back into that market.
- On payment of invoices, the Office is 75% current on invoices 30 days old or older.
- Rotation has been high; the Office moved 20% of its professionals during the first 6 months of fiscal 1978.
- The Office is working on special financial guidance for small field stations.

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- They are working on a system of machine reconciliation of Class B accountings.
- Morale seems good, perhaps because Rosslyn is a long way from Langley.

e. ODP

- In the service area ODP has never been in better shape. Credit was given to Harry Fitzwater for planning the Capital Expansion Program which provided today's capacity. With the capacity problem under control, the Office has concentrated this past year on reliability. A new VM computer is on order and a new software operating system, MVS, is being installed.
- In the area of organization and management, there has been a shakedown of the new 1976 organization; and, although there is fairly constant change, the Office has the right people to do its job. They have an expanded management staff. PMCD has been unable to keep up with the changes. The organization and its people are maturing. They are continuing to seek better ways to measure how their systems are working, what their customers attitudes are, and how their vendors are performing.

- Morale is high; the work is professionally satisfying, even though promotions have dropped off somewhat.
- They are hurting in the systems programmer area where they cannot compete with the private sector. They had 59 applicants from a recent advertisement and identified 2 candidates worth interviewing.
- They have gotten rid of some dead wood, partially through firing and partially through downgrading.
- They have a problem handling returnees from rotational assignments.
- There is much external attention to ADP from Congress, the IC, the new CISO, and the Office of Logistics, and all this extra workload is costing at least three man-years.
- The Office's goal for 1978 is to make better use of resources and to improve management generally.

f. OL

- In procurement, OL is doing a professional job under very stringent conditions; all procurements over \$300,000 go to the Contract Review Board. Competition is stressed in

procurement. Much extra effort is expended to protect the Agency against protests from disappointed bidders.

- In supply, the emphasis has been on inventory control and tracking. Reference was made to TDY to assist with a large inventory problem

[] where personnel cutbacks had left the station without the manpower to do the job.

- In logistics services, the principal problems have to do with space. We need 90,000 square feet, not counting 20,000 for SAFE, in 1980. The Presidential moratorium on acquisition of new buildings does not help.

- In real estate and construction, we are short of manpower due to retirements and recruitment is necessary. The major projects are headquarters recreational facilities and

[]

- In P&PD the emphasis is on automated systems.
- OL continues to be over ceiling.

g. OP

- The Office feels much frustration because of "damage control" efforts on behalf of the 7th

floor. Much time is consumed in exploring, researching, and responding to queries from the O/DCI. The effort requires the attention of senior people with broad experience.

- There have been two ^{personnel} sessions with Mr. Carlucci. The first ^{was} on the PDP and he supports the program. The second meeting was a catchall covering the promotion system. All directorates are going to be required to use the panel system, and panel decisions are to be binding on Deputy Directors. Attention is to be paid to the promotion rate to ensure flow-through and the bottom 3% will be subject to selection-out. Special panels will review the low-rated officers.
- In the area of cross-directorate rotation, the DCI is considering making such rotation a prerequisite for supergrade promotion.
- The MAG has raised again the question of non-supervisory senior-grade positions. The OP has demonstrated that in NFAC some 34% of the GS-15s are non-supervisory compared with the ~~estimated~~ 10% ^{estimated by} of NFAC management in response to the MAG question. There is a continuing problem of misconceptions.

h. OTR

- Today (9 April) is Mr. Fitzwater's second anniversary as Director of Training.
- It is hard to get a firm handle on the question of morale, but it appears to be good.
- The new organization of the Office was described, including the establishment of three line deputies -- one each for Functional Training, Intelligence Training and Operations Training.
- Given the DCI's concern over accountability, they have increased the reading load and available reading lists for many courses. No testing has been introduced as yet.
- They are upgrading classrooms in the CofC building.
- The use of a surplus mini computer (a PDP 11) has cut down on their use of a time-shared commercial computer.
- Community requirements continue to be an important part of the workload.
- Quota courses continue to be a problem.
- Management training has current priority, and they are particularly enthusiastic about

the Creative Management Course which was termed "terrific."

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- [] is heavily occupied; last week there were 180 students in residence. Air travel is urged as more cost effective than POV travel.
 - Mr. Fitzwater then played a tape showing the limitations of the skills of an English speaker at the S-2 level.

31. In Mr. Blake's rap-up, he noted that his first support conference was in the spring of 1970 [] at which STAT the theme, although it now seems hard to believe, was whether we should disband the Directorate. That question quite clearly has no relevance today. He then went on to make five major points:

a. We will continue to have internal and external pressures because of the size of the Directorate.

b. The reduction of DDA positions in the DDO will continue, but he expects these to be handled in a more orderly way through the cooperation of John McMahon.

c. Certain Offices in the Directorate are of particular interest to the DCI.

d. He sees emerging a new subtle drive to achieve one Agency, with a single promotion policy and a systematic program for inter-directorate rotation.

e. In the area of the low 3% of Directorate personnel, we need to be more aggressive. and (an update on personnel for the DDA has been scheduled.)

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Next 2 Page(s) In Document Exempt

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DDA Conference - 1978 (continued)

Page 2

9 April

0700-0900 Breakfast

0900-1000 Shotgun Topics:

*needed a
bit more
time*

- a. State of Directorate Address?
- b. Status of Dual Delegations of Authority.
- c. DDA Support to Community - Impact on DDA Ceiling.
- d. Status of Codeword Clearances (access on one-for-one basis)
- e. Record Review - Program STAT
- f. Stopping Leaks & Inadvertent Releases to Public.
- g. Status of Titles and Charters.

1015-1030 Break

1030-1130 State of Office

Office Directors
(6-8 minutes ea)

1130-1200 Wrap Up.

1200-1330 Lunch

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1 Roll - DDA Group - 1978

Sent to P&PD for Development on 10 April 78.
Requests is to develop - EO/DDA will select
best photo and 20 copies (8x10) will be made
for all participants.

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DD/A 78-0929

7 March 1978

MEMORANDUM FOR : Director/OTR

FROM :

[redacted]
Executive Officer/DDA

STAT

SUBJECT :

DDA Office Directors' Conference

1. As you are aware, the DDA Office Directors' Conference will take place [redacted] 7-9 April 1978. This memorandum requests that the following arrangements be made by OTR: In general, we will adhere to the same type of schedule as last year. There will be 14 attendees.

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c. Accommodations: Conferees will be billeted [redacted] with the following exceptions:

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Messrs.
Messrs.
Quarter



d. Expenses: [redacted] special charges will be apportioned equitably by the 14 participants. It is requested that a bill be forwarded to the undersigned who will be responsible for the collection and forwarding of the total payment [redacted]

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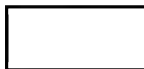
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CONFERENCE

6 & 7 May



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Attendees: All support chiefs of components ~~xxx~~ with personnel overseas.

Purpose: To discuss various aspects of overseas administration both near term and foreseeable future

Agenda: Four major themes plus specific questions posed by the DDO.

I. IMPACT OF THE REDUCTIONS OF DDA SLOTS IN THE D~~7~~0

Objective: to continue to provide same degree of support while reducing personnel in some areas.

- Considerations:
- (1) Regional centers
 - (2) More TDY from headquarters
 - (3) Transfer workload to hqs

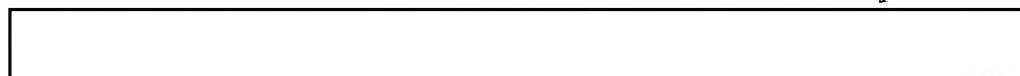
Problem: Cuts in the field are predicated on transferring functions to headquarters, but there are cuts ~~as~~ at headquarters also.

Issue: To define the support^z which is needed, and how to provide it.

How much support can State provide

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What new procedures and techniques will help



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	1969	1979	Loss
DDO			
Supp			
% of total	8.8	5.64	438
Losses: DDO	45%		
Supp	66%		

FEASIBILITY OF REGIONAL SUPPORT CENTERS

Some Divisions are studying, EA principally. Best opportunity appears to be in [] Could use slots from other nearby stations, such as []

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Chief should have the authority to resolve admin matters. Would include personnel, finance, logistics, security, audit, NOC admin, medical.

To travel most of the time

Present number of employees could serve more stations

Some centralization possible; in LA broader coverage possible

Still questions of how to staff and how to manage.

This led into a discussion of the ~~pr~~ pros and cons of developing some sort of "protected enclave" for support slots.

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Next 1 Page(s) In Document Exempt

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Opening the MG Service

Background

Due to the drawdown in SE Asia and the consequent loss of MG positions, it was decided three years ago to stop further entry into the MG Career Service. A DDA Personnel Panel consisting of representatives of each M Sub-Group has been filling MG positions. The DDA CMO feels it has been working well. There are 23 GS-11 positions overseas and 11 GS-9 positions. The MG service has only one GS-10 and no GS-9's. If we do not open up there will be an escalation from MG's in MG slots not only at the GS-11 level but the GS-12 level also. The M Career Sub-Groups generally like to give their careerists an overseas tour but then they want them back. Commo is willing to release their personnel to MG but MG will not pick them up other than on a rotational basis.

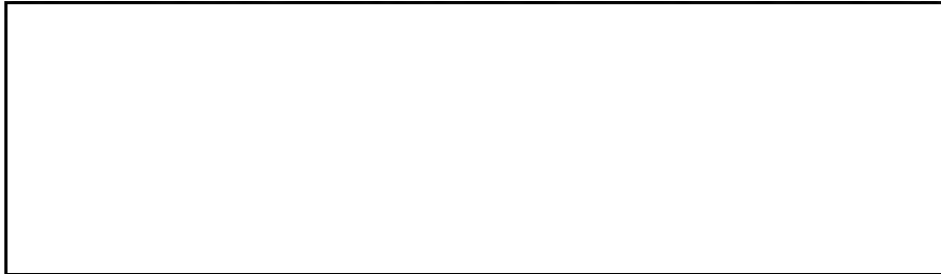
Premise I

There will be requirements to staff admin positions in the DDA, DDO, NFAC, DDS&T, ICS and NITC in the future.

Premise II

The type of job requires more than a narrow outlook since the officer deals with all aspects of support. A key element is the thought process of examining a problem in all its facets, rather than from a single viewpoint. The best training ground for this learning process has been the DDO overseas assignments because of the scope of the job and the self-reliance it demands. Further, most of these assignments were at the

REOPENING OF THE MG CAREER SERVICE



STAT

3 premises, pages 16 and 17

Staffing from other officers doesn't always work---
offices want best people back. May not enhance his career..

Sources of input---

Other DDA offices

Ops Supp Assts

CT's

lower grade levels, which was ideal for training young officers.

Premise III

Manpower requirements for the GS-9 - GS-15 grade officers will continue, although there will be shrinkage in the DDO jobs. The requirements for effective officers with wide perspective and broad experience will increase rather than diminish.

Sources of Input

Traditionally, input was from three sources: Senior DDO Ops Support Assistants, CT's and other M Career Sub-Groups. These groups received the overseas training experience: some from a large support structures overseas, and others from working their way up from the small station.

Today, the large overseas support installation where DDA careerists could obtain their experience, is going, if not gone. With certain exceptions, positions at overseas stations have been taken by the current group of MG officers. The closing of the MG Career Service to further input does not solve the problem of filling future manpower requirements. The question is not whether these assignments are filled from other sub-groups at the higher grades or by bringing in personnel at the lower grades; the prime consideration is one of training officers for these positions.

At present, vacancies at the GS-9 - GS-11 level are filled by rotational assignments from the sub-groups. This satisfies

the immediate problem at this level. As time goes on, the range will creep up to the GS-12 / GS-13 level because of the shortage of MG officers. However, there is discontinuity of training here inasmuch as the GS-9 - GS-11 group may not be the same ones going on to fill the GS-12/13 jobs, nor necessarily those selected for the GS-14/15/16 jobs. If a subcareerist spends more than three years on rotation, his parent sub-group may not consider him competitive with his peers, and if he does a good field job, he may have expectations that cannot be met. Officers in the subcareer groups at the GS 13/14/15 level may not have had the exposure to the training situations if they have come up exclusively within their own group.

Certain points must be considered if the MG sub-group is to be reopened:

1. MG generalist jobs should be identified.
2. A limit on MG's should be set, such as ten percent more officers at any particular grade than there are jobs. This will tend to control the input into the service as well as promotions, however; the small overage will allow for schooling, rotation and special training.
3. All persons entering the MG generalist category should be made well aware that it is an overseas-oriented service. About half of the MG positions are overseas. Persons who find themselves unable for any reason, to serve overseas would be expected to make every effort to change careers.
4. Entrance should be at the GS-10 and or GS-11 level only.

5. The source of officers should be from the DDA offices and, on a much more limited basis, from the DDO Ops Support Assistant cadre and the CT program. The consensus was for a mix.

6. There should be a reasonable expectation that the new MG officer is capable of going to GS 15.

7. Immediately upon being converted to the MG career sub-group the officer would receive certain basic training which will include, not only formal courses, but time in DDA offices as well.

Conclusion

There are positions at the GS 13 and up level that require the general experience gained in what is now termed the MG service. It is necessary to reopen the MG service on a limited basis in order to provide qualified officers to fill these future assignments, since their development requires a program of training and assignments. Input can begin at the GS-9/10/11 level by using personnel of the DDA sub-groups and after successful assignments we can bring the qualified ones into the MG service. Qualified Ops Support Assistants and a limited number of CT's (about five a year) should be the other groups considered for entry into the MG service. We should approach such a program cautiously. While there will be attrition, we should maintain a lean service.

In closing this topic, Mr. Malanick pointed out that the view in the Agency of MG positions was not bad at all.

ROLE OF THE OPS SUPPORT ASSISTANT

At GS-07 and GS-08, very few GS-09's.

AF has 30, others have some.

Fill vital need, but need more training. Audit reports not good

Reassignment problems at headquarters

Career track very limited, unless go to DDA. Essentially ~~no~~ an overseas career.

Could alleviate strain by putting DDA people at junior levels in some of these positions for training.

To be further studied.

ADP APPLICATIONS

Nov 1976 set up DDA group to study, with approval of DDO and DDA, for admin data and data. Data Transmission Working Group.

For Finance, T&S's, etc. State already doing it. Commo also using in some areas.

25X1A

Sone to try at

25X1C

DDO - SYSTEM.

QUESTIONS OF SUPPORT RAISED BY DDO

1. Will and savings in manpower be achieved without loss of service if we combine some of the support functions in Area Divisions?

Possible savings of chiefs, not at working level

Jobs are production line, cannot be compressed

Blur the chain of command, Division Chiefs nonconcur.

2. Would an benefit accrue through putting Divisional personnel offices under the PEMS.

Jobs entirely different, PEMS no experience or training to do this sort of personnel work.

PEMS officers rotate frequently, sometimes annually.

Colocation desirable, but not merger.

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3. Could there be a split of the Budget function from B&F, putting it in Plans shops. Alternatively, could there be a centralization of the B&F function.

Answers same as above. Jobs different, Plans officer in no position to supervise financ units. Finance should support plans, but not be subordinate to it.

Centralization would move people further from the units they support. Would be a loss rather than a gain.

4. Could a centralized Logistics Office result in effectiveness

No. Different Divisions have different problems, close support required. Centralized office would bring the sense of urgency some transactions require.

POSSIBLE RESTRUCTURING OF ADMIN WORK

First have to define requirements. Some stations large or small, etc.

STAT

Ops Supp Assts regarded as untouchable by Divisions because they do typing, supp work, etc. Thus, ~~xxxx~~ cuts will come out of remaining MG slots unless they also do the lower grade work.

STATION OF THE FUTURE

Smaller

25X1C

[REDACTED]
computer support
simplified procedures
record keeping at hqs, daily input and feedback
support officer very versatile

STAT

continuing studies

Regional Support Bases -

Ops Supp Assts.

STAT

Support Officer of the Future and Reopening MG Career Service,

STAT

Supergrade Age Statistics

		<u>Avg Age</u>	<u>Median</u>
DDA "Ms"			
(18, 17, 16)		51.4	50
DDA {	18	54.9	54
	17	52.9	52.2
	16	50.1	49.5
M's	O/DDA	53.8	54
By	OF	55.3	56
Office	OP	54.4	54.5
	OL	50.7	50.5
	OC	49.4	50
	OTR	52.1	52
	ODP	46.3	47
	OS	51.0	51
	OMS	50.0	49
Agency SG's		50.0	53
	18	53.2	53
	17	51.8	52
	16	50.1	53.5

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ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

Remarks:

Bob - you asked for the notes I used in my talk. Please let me know if you need clarification on any point - Bird

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DDA DIVISION CHIEFS' CONFERENCE

NOTEBOOK

25X1A



22-24 MARCH 1978

25X1



Conference Theme

CHANGING TIMES IN DDA

The theme recognizes that division chiefs each day face problems that result from changes generated by political, social, technological, and economic pressures on the Agency and on the environment within which it functions.

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Conference Objectives

To identify and examine alternatives for resolution of a few of the major issues that are of common concern to the Conferees.

To achieve a better understanding of the policies, functions, and/or activities in certain areas where significant and controversial changes are taking place.

To advise the DDA and A/DDA on issues facing the Directorate and the possible options for resolution as perceived by the division chiefs.

To enhance the Directorate's Senior Executive Management Proficiency (SEMP) program by offering an occasion through peer contact to keep abreast of developments within the Directorate.

Program Plan

Conferees will serve on a team that will study selected issues and report their team findings to the conference.

Panels of experts will describe and comment on selected topics of current interest to serve as the focus for discussion and debate by the assembled Conferees.

Senior Agency managers, most knowledgeable of CHANGING TIMES IN DDA, will address the conference.

The Steering Committee will meet with the DDA and A/DDA on 4 April 1978 to report on the conference.

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SCHEDULE

DDA Division Chiefs Conference

Wednesday

22 March 1978

0830-0900 Registration - Seminar Room

25X1A

25X1A

0900-0905

25X1A

0905-0915 Conference Objectives and Organization

OL
Conference Chairman

0915-1000 The A/DDA's Overview of the Directorate--where we are and where we are going

Michael J. Malanick
Associate Deputy
Director for
Administration

1000-1015 Coffee Break

1015-1045 Team Caucus

Organization and Selection
of Issues - Team Rooms

25X1A

1045-1215 Panel Presentation

Employee Problems

OMS
Moderator

The panel will discuss a wide range of perplexing employee behavior focusing on employee conduct associated with alcohol as a prototype for both acute and chronic employee problems. Specific topics will include emotional problems, potential suicide, marital conflicts, use of illegal drugs, indebtedness, tardiness, poor performance or unsatisfactory conduct. The panel will identify

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Wednesday

22 March 1978

resources available to the supervisor, suggest methods of coping with specific problems and clarify legal or ethical restrictions which may appear to inhibit direct confrontation of serious employee problems.

Questions and Answers

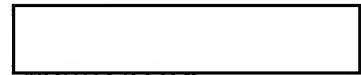
1215-1315 Lunch - Mess Hall

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1315-1330 Selection and definition of Conference Team issues

1330-1500 Panel Presentation

New Opportunities for Use of Mini and Centralized Computers

 ODP
Moderator

The moderator will summarize recent changes in the computer industry that affect ODP and its customers. The present "state of the art," as well as future plans and trends will be presented as a perspective for the discussion by the panelists.



25X1A

The panel will address the use of mini and centralized computers from the viewpoint of the Division Chief who may be faced with the responsibility for making or influencing decisions on computers. The discussion will touch on the various factors that must be considered in making a final decision with emphasis on the effect new technology has on making these decisions.

Questions and Answers

Wednesday

22 March 1978

1500-1515 Coffee

1515-1615 Briefing

25X1A

Managing Terrorist Incidents

25X1A

[redacted] will present the behavioral aspects of responding to international terrorist incidents. He will illustrate how behavior intelligence about terrorists and terrorist groups can be used to develop negotiating tactics. The importance of the reactions of victims to hostage taking incidents will also be discussed.

[redacted] OMS
Chief, Center for
Counterterrorism
and Crisis Response

25X1A 1645-1700

[redacted]

25X1A 1700-1830

Social Hour -

Informal meeting
with Mr. Blake

25X1A

1830-1930

Dinner

[redacted]

1930-2030

Changing Times in DDA

John F. Blake
Deputy Director
for Administration

25X1A

2030

[redacted]

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Thursday

23 March 1978

0700-0815 Breakfast [] 25X1A 25X1

0830-1000 Panel Presentation
New Ways of Doing Business
in DDA [] OF
Moderator 25X1A

The panel will discuss a wide range of fairly new and evolving external constraints which materially affect the way we do business and which will require more innovative approaches and solutions to problems than have been necessary in the past. Special attention will be given to prospective legislation, new oversight initiatives by OMB and the Congress and their impact on personnel levels and reprogramming of funds and the implications of the Freedom of Information Act and the Privacy Act. Sources of advice and counsel available to the Division Chiefs should become obvious during the discussion.

Questions and Answers

1000-1015 Coffee Break 25X1A

1015-1045 Briefing

Space

Space requirements for the Washington Metropolitan Area and the acquisition process and associated problems

1045-1145 Team Caucus

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Thursday

23 March 1978

1145-1200 Group Portrait - Garden

1200-1300 Lunch

1300-1430 Panel Presentation

Position Classification

The panel will provide a better understanding of the classification process, the scope of the problems involved in the process, the internal and external factors which have prompted the present position management and classification activity and the implications for the future.

Questions and Answers

1430-1445 Coffee Break

1445-1615 The New Look in Public Relations at CIA

Herbert E. Hetu
Assistant for
Public Affairs

1645-1700

1700-1815 Social Hour -

1815-1915 Dinner

1915-2015 The DDO Today and Tomorrow

John N. McMahon
Deputy Director
for Operations

2030

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Team Procedures

Conferees have been assigned to one of six teams that will function during the conference under the chairmanship of the Steering Committee member.

Teams will study an issue(s) during the conference and make an oral report of their findings to the Conferees at the final session on 24 March.

At its initial meeting, each team will review the several issues recommended by each Conferee* and select two--one as a primary selection and the other as a secondary choice--for study during the conference.

The initial team selections will be submitted to the Steering Committee for review (to eliminate duplication, etc.) and concurrence.

Each team will organize and focus its study leading to a report consisting, at a minimum, of--

- Statement of the issue;
- Listing of pertinent facts and assumptions;
- Analysis of the facts and assumptions;
- Alternative courses of action with identification of advantages and disadvantages for each.

The team chairman is responsible for completion of the written report and forwarding it to DDA/MAS (7C18 HQS) by 29 March.

The Steering Committee will use the team report as part of its formal conference report scheduled for submission to the DDA and A/DDA on 4 April 1978.

*Memo from Chairman, Steering Committee to Conferees
dtd 10 Mar 78 (DDA 78-1014) Subj: 2nd Annual DDA Div Chiefs
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DDA DIVISION CHIEFS' CONFERENCE

REPORTS

25X1A

22-24 MARCH 1978

25X1

DDA 78-1014

10 March 1978

MEMORANDUM FOR: Fellow Conferees

SUBJECT : Second Annual DDA Division Chiefs Conference

25X1A

22-24 March 1978 (C)

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1. (C) The second annual DDA Division Chiefs Conference which will be held at the [redacted] will convene on the morning of 22 March and will end at noon on 24 March. Registration will commence promptly at 8:30 a.m. in the seminar room of the Administration Building. Attached are detailed Administrative Instructions.

2. (U) In the charter meeting, Mr. Malanick charged the Steering Committee, composed of a representative from each office, to plan a program that is responsive to the interests and to the needs of the division chiefs. We believe that this has been achieved.

3. (U) After consultations with fellow division chiefs and thoughtful deliberations, the Steering Committee members selected as the theme for this conference--CHANGING TIMES IN DDA. This recognizes that many of the problems that the division chiefs face each day result from changes generated by political, social, economic, and technological pressures on the Agency and on the environment within which it operates. Within this frame of reference the program has been structured.

4. (U) A fundamental premise of the Steering Committee in structuring the program was that each Conferee will actively participate in the conference activities. The agenda provides that Conferees will be grouped into teams of about ten members each to study three or four issues with the objective of reaching consensus and reporting on possible alternatives for resolution. Your team findings will be incorporated in the Steering Committee's post-conference report to the DDA and A/DDA. The issues to be studied are to be identified by the Conferees themselves. Therefore, in interest of saving time we ask that you prepare a written statement (in ten copies) of an issue that you recommend be studied during the conference. Attached is a sample format.

[redacted] 25X1

SUBJECT: Second Annual DDA Division Chiefs Conference

5. (U) We look forward with a great deal of pleasure to working with you in achieving a meaningful and productive conference.



25X1A

Chairman, Steering Committee

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TABLE OF CONTENTS

THEME

CONFERENCE OBJECTIVES

EXECUTIVE SUMMARY OF CONFERENCE

PANEL PRESENTATIONS

TEAM LIST OF CONFEREES

TEAM ISSUES AND REPORTS

CONFERENCE SCHEDULE

CONFERENCE EVALUATION RESULTS

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Conference Theme

CHANGING TIMES IN DDA

The theme recognizes that division chiefs each day face problems that result from changes generated by political, social, technological, and economic pressures on the Agency and on the environment within which it functions.

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Conference Objectives

To identify and examine alternatives for resolution of a few of the major issues that are of common concern to the Conferees.

To achieve a better understanding of the policies, functions, and/or activities in certain areas where significant and controversial changes are taking place.

To advise the DDA and A/DDA on issues facing the Directorate and the possible options for resolution as perceived by the division chiefs.

To enhance the Directorate's Senior Executive Management Proficiency (SEMP) program by offering an occasion through peer contact to keep abreast of developments within the Directorate.

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EXECUTIVE SUMMARY OF DDA DIVISION CHIEFS' CONFERENCE

The theme of the Division Chiefs' Conference was "Changing Times in DDA", a concept which recognized "that division chiefs each day face problems that result from changes generated by political, social, technological, and economic pressures on the Agency and on the environment within which it functions."

As Alvin Toffler wrote in Future Shock*, frequently it is the principals themselves who least understand the origin or the full effects of the external pressures which are impacting on their activities.

Indeed, in the early planning sessions of the Steering Committee it quickly became obvious that there were many diverse views on the origin of many of the new inhibitions facing the Agency and the DDA. In several instances it appeared that a committee member felt that another member was the "villain" simply because of the latter's responsibility to ensure compliance with a new restriction or inhibition unheard of a few years back. These attitudes were most obvious in areas concerning computer procurement restrictions, prohibitions about reprogramming of funds, tighter position classification guidelines and Freedom of Information activities.

Judging that the misconceptions of the individual Steering Committee members were probably representative of those of the Division Chiefs as a group, the Committee set out to develop a program that we hoped would dispel some of these misconceptions as well as contribute to an examination of future issues. The formal objective (number 2), "To achieve a better understanding of the policies, functions and/or activities in certain areas where significant and controversial changes are taking place," was aimed in this direction. As anticipated, the senior outside speakers contributed to a better understanding of the external pressures newly affecting the activities of DDA division chiefs and the Thursday morning panel discussion by Messrs. [redacted] (OGC), [redacted] (O/COMPT) and [redacted] (O/DDA) was expressly designed for this purpose. In short, the Committee hoped through these elements of the program to clarify some aspects of present-day imperatives before the Conference charged off to tackle the future. Judging from immediate and informal feedback, this element of the objectives was well met.

*

TOEFFLER, Alvin, Future Shock, p4

Future Shock is no longer a distantly potential danger, but a real sickness from which increasingly large numbers already suffer. This psycho-biological condition can be described in medical and psychiatric terms. It is the disease of change.

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Of the other objectives, the first, "To identify and examine alternatives for resolution of a few of the major issues that are of common concern to the conferees" and the third, "To advise the DDA and A/DDA on issues facing the Directorate and the possible options for resolution as perceived by the Division Chiefs" seemed in the implementation process to flow together and were largely treated in the team exercises, modified by insights gained from guest speakers and panel discussions. (Copies of team reports and list of suggested issues not addressed in depth are attached.)

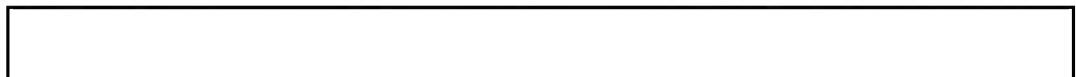
The team reports could be segregated into three major categories as follows:

1. Personnel

- a) The Accelerating Obsolescence of Managers
- b) The Difficulty of Maintaining Competitiveness in Acquiring Qualified People

2. Support Operations

- a) How Can We Better Manage Joint Responsibility Projects



3. Community Support

- a) DDA Offices and the Role of the Community Support Offices
- b) Consolidation and Coordination of Support to the Community

Following is a brief summary of each of the team reports.

The Accelerating Obsolescence of Managers

Complexity and interdependence, as well as changes in the state of every science and art, are growing at an accelerating rate. New employees may be significantly ahead of their supervisors in their grasp of the state of the art and in their application of methodologies. Out-of-date managers may frustrate or ultimately drive out more up-to-date employees. The responsibility for professional and managerial up-dating is a joint one - shared by the individual and the organization alike. Senior management has special obligations to support the right atmosphere in the organization to encourage keeping up with the state of the art

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and to provide meaningful and relevant training and educational programs.

The Difficulty of Maintaining Competitiveness in Acquiring Qualified People

The nature of Agency business requires a peculiarly time-consuming process, e.g., security investigation, psychological assessment, etc., in order to hire an applicant. The length of processing time discourages some applicants and results in their looking elsewhere for employment. An increasing number of applicants withdraw shortly before or shortly after being hired due to the economic impact of relocating in the Washington area. Certain categories find starting salaries non-competitive with private industry. The team recommends a "post report" type of brochure to assist recruiters in their preparation of candidates for life in Washington or in weeding out uncertain candidates earlier. They also recommend speeding up processing in various ways such as having the Office of Personnel hire up to a certain grade level without interviews by the employing office and having the Office of Security continue pre-investigative interviews, which seem effective. They also note that the Director of Personnel has some flexibility within the law to offer a higher starting salary than the lowest grade step where circumstances warrant.

How Can We Better Manage Joint Responsibility Projects

The concern of the team was that in activities typified by joint responsibility, particularly those that involve more than one office, resources of time, money and people are expended over long periods of time with quite often no clearcut resolution or solution. This does not apply to problems with high visibility and high level management concern, which are solved with efficiency and dispatch, but to those activities which are less important and less visible and which may seemingly "drag on forever". The team urged that we find the means to identify problems accurately and completely before we develop solutions, identify the scope of the problem and develop accurate resource estimates and reasonable time estimates. Finally and perhaps most important, the team recommends that an "executive agent" be appointed who should be made responsible for planning, development and execution and reporting on the project.

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With the constant pressure to reduce the number of people overseas to the operational minimum and deteriorating physical security of overseas installations dictating the reduction of voluminous paper file holdings, the DDO, with its project development effort, has endorsed the "paperless station" concept. While much remains to be done, its success is a practical certainty inasmuch as it is essentially a matter of linking a number of

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existing technologies such as communications, data processing, etc. In the development phase the major impact will fall on the Office of Communications and the Office of Data Processing to contribute to the establishment of a cost-effective system. In the longer range, however, the team sees the real challenge to be the need for definition of a new skills mix and a process of training and retraining to facilitate human adaptation to an automated system. Advantages are that such a system will offer both headquarters and field users rapid substantive access to important data bases without substantial paper holdings and will provide the stations with maximum flexibility to expand or contract operations with minimum human impact.

DDA Office and the Role of the Community Support Offices

This issue deals with the newly formulated role of the Deputy Director for Administration as the Community Support Officer. In light of the team's expectation of ever-increasing community support requirements, they recommended a centralized approach (with O/DDA) to budgeting, tracking and coordination of support requirements to the Intelligence Community. The underlying concern here is that as things are done today, the Community staffs are levying requirements throughout the DDA usually of high priority with ever-increasing erosion of the resources remaining for application to the Agency mission. The team recommended establishment of a central authority (person?) within the O/DDA which can identify and coordinate Community requirements. Included in this would be the consolidation of all budget line items devoted to Community support from the various offices into a single cost center. This they feel will provide much high visibility and control and much less negative impact on individual office budgets.

Organization of Support at the Community Staff Level

This team paper discusses the organization of a support structure at the Community Staff level and debates the pros and cons of a centralized versus decentralized support structure. It raises many issues, some of which may have already been resolved by those directly concerned. One such issue is the question of contribution of resources, people and dollars, from other agencies or the absorption of these requirements from existing resources.

As expected, the conferees were most appreciative of the time and candor of the senior speakers who unselfishly devoted a rather large block of their personal time to address the conferees. Action has been taken to provide formal expressions of appreciation from the Steering Committee to Mr. Blake, Mr. Malanick, Mr. McMahon, Mr. Hetu, [REDACTED]

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PANEL PRESENTATIONS

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Employee Problems



The panel discussed a wide range of perplexing employee behavior focusing on employee conduct associated with alcohol as a prototype for both acute and chronic employee problems. Specific topics included emotional problems, marital conflicts, use of illegal drugs, indebtedness, tardiness, poor performance and unsatisfactory conduct. The panel identified resources available to the supervisor, suggested methods of coping with specific problems and clarified legal or ethical restrictions which may appear to inhibit direct confrontation of serious employee problems.

New Opportunities for Use of
Mini and Centralized Computers

25X1A



The moderator summarized recent changes in the computer industry that affect ODP and its customers. The present "state of the art," as well as future plans and trends were presented as a perspective for the discussion by the panelists.

The panel addressed the use of mini and centralized computers from the viewpoint of the Division Chief who may be faced with the responsibility for making or influencing decisions on computers. The

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Panel Presentations (Con't)

discussion touched on the various factors that must be considered in making a final decision with emphasis on the effect new technology has on making these decisions.

New Ways of Doing Business in DDA

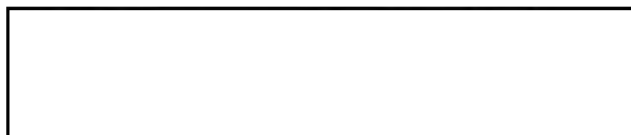
25X1A



The panel discussed a wide range of fairly new and evolving external constraints which materially affect the way we do business and which will require more innovative approaches and solutions to problems than has been necessary in the past. Special attention was given to prospective legislation, new oversight initiatives by OMB and the Congress and their impact on personnel levels and reprogramming of funds and the implications of the Freedom of Information Act and the Privacy Act. Sources of advice and counsel available to the Division Chiefs were also discussed.

Position Classification

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The panel provided a better understanding of the classification process, the scope of the problems involved in the process, the internal and external factors which have prompted the present position management and classification activity and the implications for the future.

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TEAM REPORT

Team #1

THE ACCELERATING OBSOLESCENCE OF MANAGERS--AND WHAT TO DO
ABOUT IT

FACTS AND ASSUMPTIONS

Complexity and interdependence, as well as changes in the state of every science and art, are growing at an accelerating rate. (See New York Times article, Fig 1) The external requirements on the Agency, and the environment, are changing rapidly in response to Executive Orders, methods for automatic employee check deposits--a broad spectrum. New employees may be significantly ahead of their supervisors in their grasp of the state of the art relating to their responsibilities and in the application of new technical and nontechnical methodologies.

The commitment of personnel and funds necessary to maintain and enhance professional skills throughout the Agency is, in general, seriously inadequate. The responsibility of management to ameliorate, or preclude, professional obsolescence is clear. The administration of personnel training is often faulty: last-minute assignment of officers who are available rather than the assignment of those who could benefit most from courses is not uncommon.

ANALYSIS

Managers who are out of date cannot provide the necessary leadership and motivation required to deal properly with the challenge of change. Managers who are out of date frequently stifle or inhibit their employees who are more creative or progressive in dealing with change and may frustrate and ultimately drive out the more up-to-date officers in their organization.

The obsolete, out-of-date managers seriously degrade the quality of personnel performance in all areas of collection, analysis, support and the management of these activities. In terms of cost and effectiveness, the pay

Team Report #1 (Con't)

of managers increases with time as they advance in grade or through other pay increases, but the effectiveness of these managers steadily declines with time if they, and the organization, fail to recognize the effects of obsolescence and implement corrective action. (See Fig 2.)

The costs of corrective programs are quite explicit and visible in terms of personnel time and costs, whereas the greater costs of inefficiency and ineffectiveness are diffuse, obscure, and, in general, delayed in terms of impact.

COURSES OF ACTION

An alternative to maintaining and enhancing the professional skills of managers is to suffer the ever-increasing costs of the accelerating obsolescence of managers. Of greatest importance is the need for a recognition of the problem by Agency executives and senior managers.

To reduce or preclude obsolescence, a comprehensive and integrated program involving various forms of internal and external training and education--and possibly rotational or sabbatical assignments in academia or industry--is mandatory. Individual or group initiatives have not, and cannot, suffice.

The responsibility for professional and management training does not rest solely with the organization, but must be shared by the individual professionals in the organization. Senior managers have special obligations to assure that this notion is reflected in the training and educational programs relevant to their organization. They should also exploit the framework available in the Agency, i.e., Executive Development, Career Profiles, etc., for training in both managerial and professional skills. Special attention should be given to identifying training gaps or deficiencies.

Management

The Obsolescence of Professionals

By ELIZABETH M. FOWLER

Do you find reading new material in your field difficult to understand, become confused by new concepts, find new assignments very difficult and realize your advice is not taken by others?

- If so, you are probably obsolescent in your field, according to a recent study.

Five years out of college, an engineer may be obsolete, according to Dr. Samuel S. Dubin.

The professor of psychology at Pennsylvania State University, an expert on career development in a telephone interview yesterday cited other examples of speedy obsolescences. They included five years for the medical internist, five to 10 years for computer technologists, 10 years or less for psychologists, and eight years for authors who write on new experiments in the field of physics.

Managerial and professional obsolescence has become a growing problem for companies, and simply reading trade or professional journals to keep up is not the answer, Professor Dubin asserted.

An article on some aspect in a fast-changing field can already be two or three years out of date at the time of publication, according to Professor Dubin, who explained that the project might have taken a year or so to complete and another year in the writing.

All this means that managements must not only keep up to date at top levels but also encourage their staff engineers and other professionals to do likewise.

The crux of the problem involves motivation, which, in turn, depends on such factors as work environment, the role of the manager, organizational climate and top management policy, according to Professor Dubin.

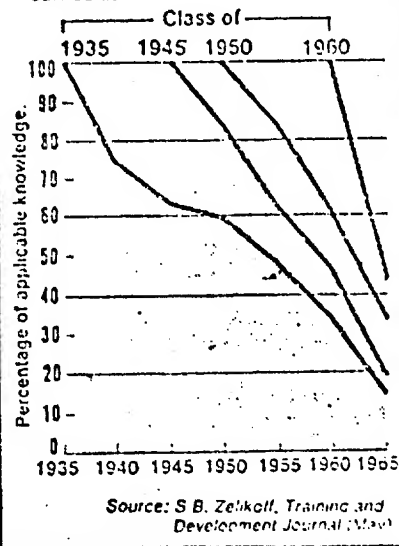
As an example of poor work environment, he cited a large technically oriented company that hired a substantial number of engineers right out of college and put them in routine jobs for basic on-the-job training. After finding that 96 percent of the young engineers had left the company after a year or more, the company hired a management expert to remedy the situation.

The answer, Professor Dubin said, was that first jobs must be challenging, letting the young engineer put his expertise to work solving a problem. If the first job offers challenges, the young engineer or other professional presumably would remain with the company.

Professor Dubin asserted that companies could also motivate their personnel at almost no cost by improving management concern for excellence, group problem-solving techniques, friendly atmosphere and training opportunities,

Potential Obsolescence Among Chemical Engineers

Amount of potential obsolescence is measured by the number of course additions and deletions in engineering curricula.



The New York Times/June 24, 1977

along with continuing communication about company financial progress and goals.

The role of the individual manager of a department or group has taken on new importance because of managerial obsolescence, he continued. Professor Dubin cited recent surveys that found that most managers of engineering and professional personnel were noncommittal about the value of professional development of their employees. This, in a sense, could mean the manager himself is obsolete, fearing change, new ideas or rivalry from young men.

"The characteristic of the obsolescent manager is that he hires people in his own role model," Professor Dubin said. "He is afraid to bring in anyone with more knowledge or competence."

Good managers cannot spur their subordinates effectively unless top management has a written policy that outlines the need for updating skills and that rewards staff members who take additional training, Professor Dubin said.

How much time does it take managers and their professional staffs to keep updated?

"We recently did a study," Professor Dubin said, "and we suggest that about 20 percent of a person's working day ought to be spent keeping up-to-date." This equivalent of a day's work each day means not only reviewing significant old ones that have been forgotten, he added.

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Fig 1.
New York Times
Article

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Team #1 Report

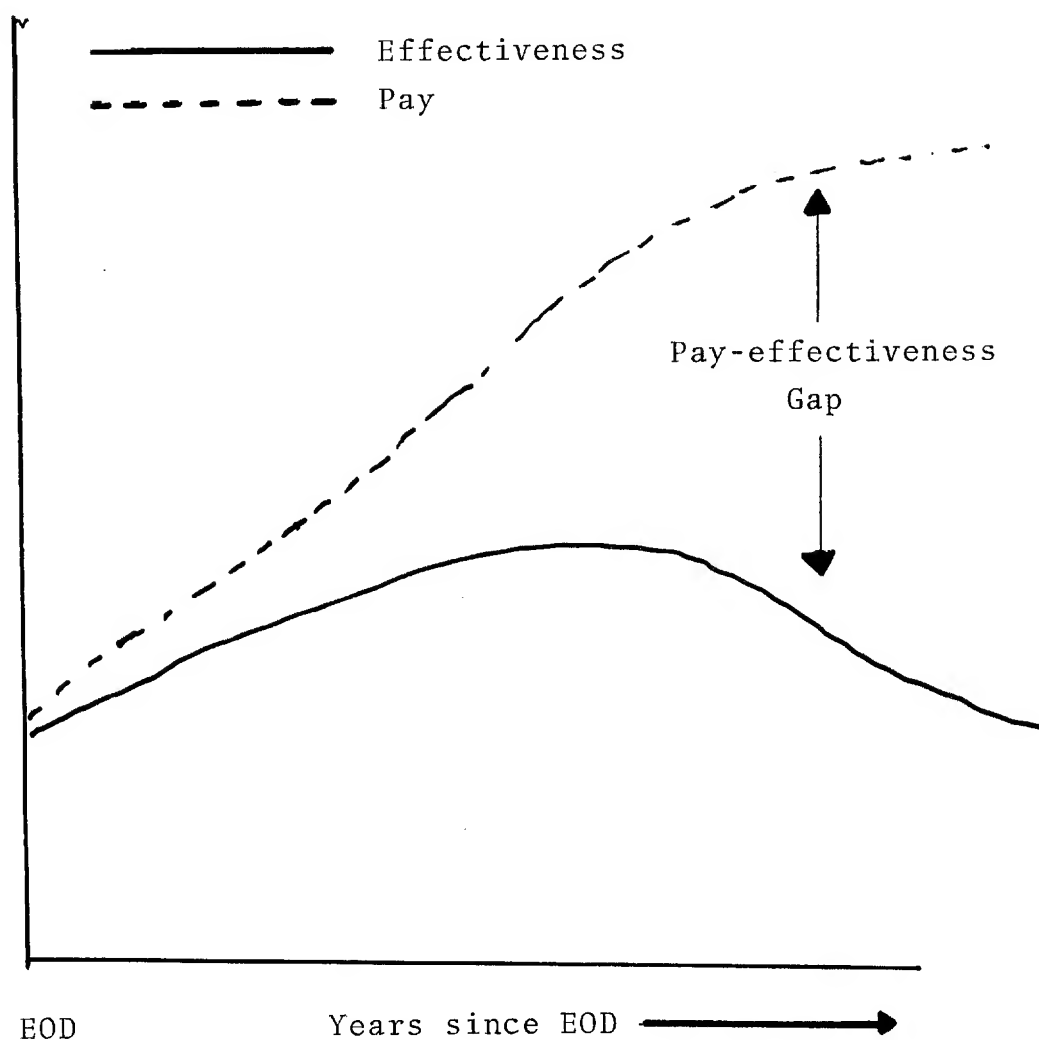


Fig 2. Effectiveness VS Pay for the
Increasingly Obsolete Manager

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TEAM REPORT

Team #2

1. Statement of the Issue

It is difficult to get qualified people and to be competitive.

2. Pertinent Facts and Assumptions

- a. The length of processing time discourages some candidates and results in their looking elsewhere for employment.
- b. Increasing number of applicants and new EOD's withdraw at the eleventh hour or resign early-on because the economic impact of relocating in the Washington, D.C. metropolitan area becomes prohibitive.
- c. Certain categories of applicants find starting salary offer non-competitive with offers from private industry.

3. Analysis of the Facts and Assumptions

- a. The nature of our business requires peculiar time-consuming process; e.g., security investigation, psychological assessment, etc. Agency applicants should understand this clearly from the beginning; they should be given a comprehensive briefing on the nature and scheduling of the process. Managers and supervisors do not plug into the process as much as they could; e.g., move files along, familiarize selves with skills available, consult with PSS.
- b. Assuming that applicants do drop out, late in the process, due to economic considerations (attributed to applicant and family not understanding the facts), then they should be appropriately educated at the start of the relationship. A "post report type" brochure from the recruiter, describing the Agency and life in Washington, D.C., could assist in this regard and keep the pipeline free of some unnecessary cases.

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- c. By law and regulation, salary levels are set. Yet there is some leeway available by requesting from Director of Personnel a waiver to offer in-grade step or step increases.

4. Alternative Courses

- a. Cut down time between initial contact by recruiter and commencement of formal processing by:
 - 1) asking recruiters to provide more comprehensive briefing to applicant; and
 - 2) having recruiter give better and more specific profile of applicant.
- b. Have Offices consider having OP hire "junior officers" without customer interview.
- c. OS use of Pre-Investigative Interviews should continue as they seem to be freeing up the system.
- d. Individual managers and supervisors can speed the process by moving files along and by making direct contact with processing offices when they have questions about an applicant.
- e. In "extraordinary" cases, OP and OS can react under normal schedule. But resources are down and ad hoc priorities are up. Hence this type case should have Office Chief approval.
- f. Consider independent review of processing procedures by an outside consultant.

TEAM REPORT

Team #3

INTRODUCTION

This issue deals with the newly formulated role of the Deputy Director for Administration as the Community Support Officer, and with the appropriate mechanism for applying the resources of the Directorate to the Community. In light of the team's expectation of ever-increasing Community support requirements, we recommend a centralized approach to budgeting, tracking, and coordination of support requirements to the Intelligence Community.

BACKGROUND

Executive Order 12036, Section 1-813, establishes the CIA as the element of the Intelligence Community which provides administrative support to the Office of the Director of Central Intelligence. From a Community standpoint, this primarily entails support for the new Resources and Tasking Staffs. Admiral Turner has established the Deputy Director for Administration as having dual support responsibilities to the CIA and the Community through the position of the Community Support Officer.

Since the introduction of a formal embodiment of concept of the Intelligence Community with the establishment of the IC Staff, there has been a steady increase in Directorate support to the Community in the form of increased space, communications facilities, data processing, printing and photographic resources, security and other support functions. The emergence of the National Intelligence Tasking Center and the Resource Management Staff has markedly increased these requirements, and we can only assume that this trend will continue.

ANALYSIS

Support to the Community often presents unique problems due to the complexity of CIA's relationship to other agencies. Many of these problems revolve around the lack of consistent standards throughout the Community, particularly with respect to security. CIA typically exceeds

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Team #3 Report (Con't)

most other Community agencies in its requirements for personal and physical security. For example, the polygraph examination, which is required for an Agency Staff Clearance, is not a universally accepted requirement throughout the Community. For these reasons, there has often been a need to treat the Community on an isolated as opposed to integrated basis--often at greater expense. The Office of Security, for instance, has had to dedicate a number of individuals to Community Security. The Office of Data Processing has had to dedicate a computer solely to implement a Community-oriented tasking system for COMIREX. A gradually increasing portion of all DDA office budgets is being expended on unique Community requirements. The need for inter-agency coordination on Community projects also adds a degree of complexity (and consequently, expense) to Community-oriented efforts. The increased resources required to support these new requirements have traditionally been absorbed by the DDA components without substantial changes in budget. There has been only a minimal contribution from the other agencies.

The Directorate can treat Community support requirements in many ways. Perhaps the simplest accommodation is for each office to treat each individual request for support on an ad hoc basis, along with the other requirements identified for CIA. Problems with this approach lie in the expected growth of Community-oriented projects, the interest expressed in the Community by the Director of Central Intelligence, and the uniqueness of the solutions, cited above. These compel a more organized approach with an emphasis on greater visibility.

The recommended alternative is the establishment of a central authority within the DDA which can focus on Community requirements. An individual or small staff within the Office of the Deputy Director for Administration should have the responsibility for identifying and coordinating all Community support requirements, establishing priority with respect to internal Agency requirements, and establishing new policy for Community-wide support implementation. In this manner, individual line items

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Team #3 Report (Con't)

which are targeted at Community support would be extracted from the office budgets and consolidated at the DDA level where they would have expanded visibility and would impact the office budgets to a lesser degree. This would hopefully control the insidious consumption of Directorate resources which, we fear, will accompany the expanded role of the Community to the detriment of the Agency mission.

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TEAM REPORT

Team #4

HOW CAN WE FUNCTION BETTER IN AREAS OF JOINT RESPONSIBILITY?

Team discussion of this issue narrowed to a specific area of concern. We recognized that important efforts with high visibility and high level management concern are solved with efficiency and dispatch. The problems we addressed were those that were less important, not so visible, and received less consistent or perhaps less urgent attention from higher levels.

The concern that was expressed and shared by other participants is that resources--time, money and people--are expended over long periods of time with quite often no resultant clear-cut solution. The examples discussed covered a wide range of DDA problems such as developing or revising training programs, resolving problem employee cases, projected requirements for training, communication and computer terminal services.

Our team reached one or two conclusions which might be usefully pursued. We agreed that less important problems should occupy less time on the part of senior managers. We also agreed that the commitment of resources to a problem solution obligated all of us to solve that problem with the same degree of effectiveness displayed in solving the more significant problems. The team proposed that problems involving joint responsibilities be managed by an Executive Agent. The Executive Agent would be responsible for the planning, development and execution of the project. A corollary proposal discussed by the team is that resources assigned to a joint project be assigned for the duration of the project. Our impression is that continual personnel turnover tends to keep pushing these projects back to ground zero as new people get oriented and then begin to insert new ideas in the problem solving process.

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TEAM REPORT

Team #5

STATEMENT OF THE ISSUE

What action might the DDA take to consolidate or coordinate resources to support the new Intelligence Community structure?

PERTINENT FACTS AND ASSUMPTIONS

It is assumed that planning for services of common concern would be coordinated by CIA for the entire Intelligence Community, including DIA, NSA, State and Treasury.

It is assumed that Community resources will be reviewed in the Community budget but will remain appropriated to the individual agencies.

It will have to be determined whether CIA will be tasked to oversee the coordination of support services on a "consultative" basis or whether such tasking will be on a "direction and control" basis.

ANALYSIS OF THE FACTS AND ASSUMPTIONS

It is essential that a clear understanding be made of the scope of the DCI's responsibility for Community support.

Failure to recognize formally the added responsibility of the Agency will result in overtasking of Agency resources with an accompanying loss of Agency effectiveness.

If the DCI's responsibility is viewed to be "direction and control," the parochial interests of the various intelligence agencies will have to be accommodated.

If the DCI's responsibility is to be "consultative," the various intelligence agencies would:

- retain the resources (human and financial) to continue to support their role in the Community;

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- need to participate in the "scope and definition" of DCI-sponsored central support; and

- need to coordinate support activities with the DCI and DDA commensurate with their tasking roles in the Community.

Will the DDA support role consist of decentralized fragments of the various DDA offices or will a separate, centrally-managed and co-located support structure be utilized?

From above, a centralized structure would seem to provide the better coordination and cohesiveness needed to provide support.

Assuming new resources (human and financial) beyond those presently available to the DCI will be needed, will they become available through reprogramming or through transfer from other intelligence agencies?

Would centrally-managed support include personnel detailed from other agencies to assist in the various skills (commo, security, finance, logistics, etc.)?

ALTERNATIVE COURSES OF ACTION - ADVANTAGES AND DISADVANTAGES:

Total DCI-managed direction and control of support:

- clear-cut delineation of responsibility;
- would be redundant and counterproductive;
- would require political decisions and resources transfer; and
- would be difficult to initiate since the present support system would need to be dismantled and reorganized.

DCI-managed support on a "coordinated and consultative" basis:

- a relatively small cadre within the existing structure could coordinate support efforts;
- common standards could be developed and implemented;

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- could be implemented with least interruption to the intelligence agencies;
- could eliminate duplication among the various support units of intelligence agencies; and
- has the potential for producing ambiguity in the delineation of responsibilities.

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TEAM REPORT

Team #6

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STATEMENT OF THE ISSUE:

Technology exists to effectively automate many of the functions in the DDO field stations. The DDO, [REDACTED], has conceptually endorsed the paperless field station. What will be the impact of the program on the DDA?

FACTS AND ASSUMPTIONS:

1. There is pressure, and it will continue, to reduce the number of employees overseas. DDA will absorb its share of reductions. Yet overseas support is being made more complicated by the DDO's effort to disperse its collectors into a variety of cover situations.
2. Deteriorating physical security in the international environment dictates the need to reduce or eliminate voluminous paper film holdings overseas.
3. An automated worldwide system will offer both field and headquarters users the opportunity for rapid substantive access to important data bases.
4. Automated Systems provide maximum flexibility to expand or contract activities with minimum human impact.
5. It is assumed that resources will be made available to build the communications and data processing systems necessary to support [REDACTED]

ANALYSIS OF THE FACTS AND ASSUMPTIONS:

1. Implementation [REDACTED] will present legal problems concerning current signature and certification authorities. There will also be a requirement to clarify interdirectorate lines of authority and responsibility.
2. OC must build a sufficient system to support [REDACTED]. This will require a quantum expansion of the current budget base.
3. ODP must be prepared to accept, share and process data in support of field station operations.
4. Managerial process by which this interdirectorate system will evolve has yet to be articulated.

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Team #6 (Con't)

25X1A

5. DDA personnel mix and experiential factors will be fundamentally altered [] Fewer DDA people will serve overseas. More will be devoted to providing technical installation, maintenance and operating support. Fewer will be directly involved in interpersonal support relationships. Skills will trend from more broadly trained generalist to specialist.

6. Training and retraining to facilitate adaptation to an automated system will be a significant undertaking and will affect all of the DDA.

7. A paperless system, when realized, will still require a capability to revert to a paper system in a crisis.

8. The impact [] on the Agency budget must be analyzed and justified.

9. Current data base systems must be modified and adapted to remote field stations access capability.

10. Human factor considerations involving the interface of humans with a technological system must be given major considerations at an early developmental stage.

11. The security role related to protecting sources and methods will increase.

ALTERNATIVE COURSES OF ACTION - ADVANTAGES AND DISADVANTAGES:

1. Do nothing. Keep present system. This will avoid change, but it will not respond to goals of reduced overseas personnel, better security and improved information processing. Not reliable.

2. Convert to all secure voice with no field maintained records or accountability. This would simplify the paperless field terminals problem, but probably would inject unacceptable chances for errors emanating from working in a non-record environment.

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CONCLUSION:

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Given the issue as stated, there is really no alternative way to build a [] system except to build a [] system! Also, this is likely to be our actual experience because it seems to be totally compatible with what our team perceives to be a continuing and growing love affair between technology and the intelligence process.

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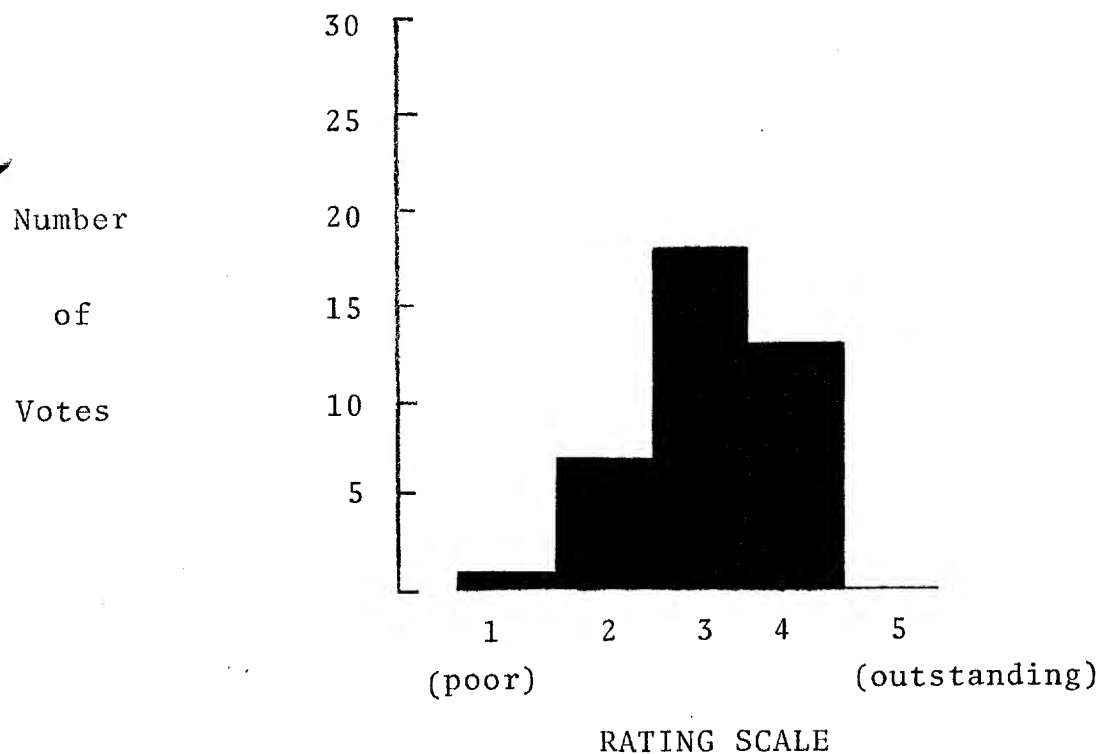
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CONFERENCE EVALUATION

Conferees evaluation of how well the
conference met the objective to:

Identify and examine alternatives for resolution
of a few major issues that are of common concern
to the Conferees:

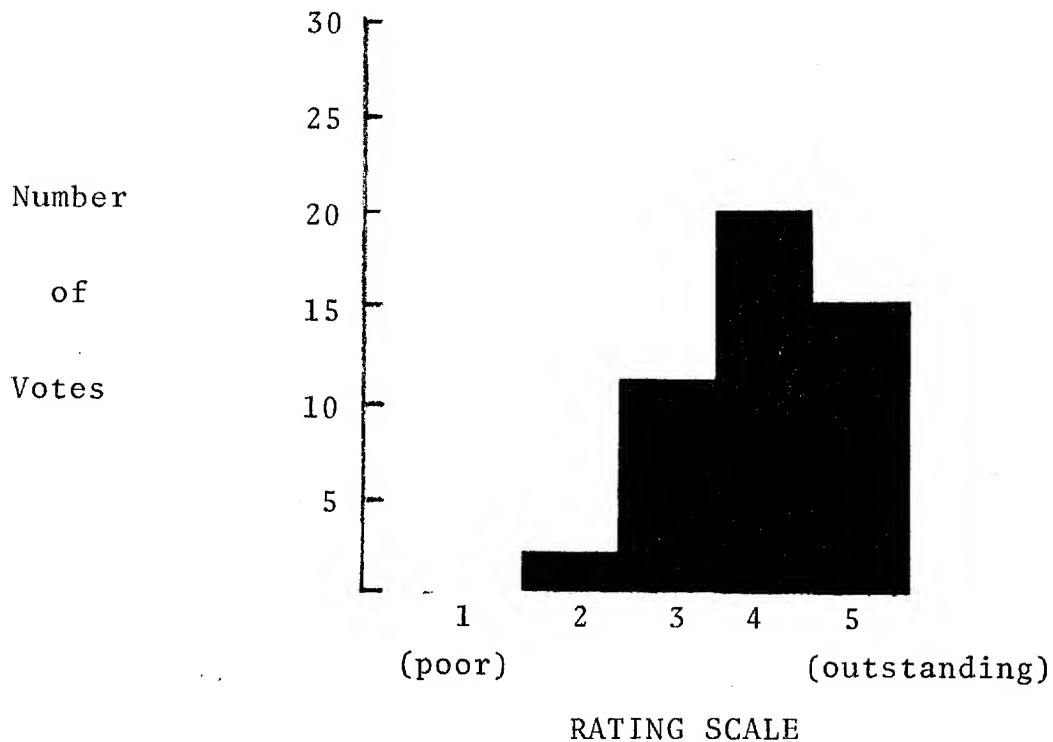
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Conferees evaluation of how well the
conference met the objective to:

Achieve a better understanding of the policies,
functions, and/or activities in certain areas where
significant and controversial changes are taking
place:

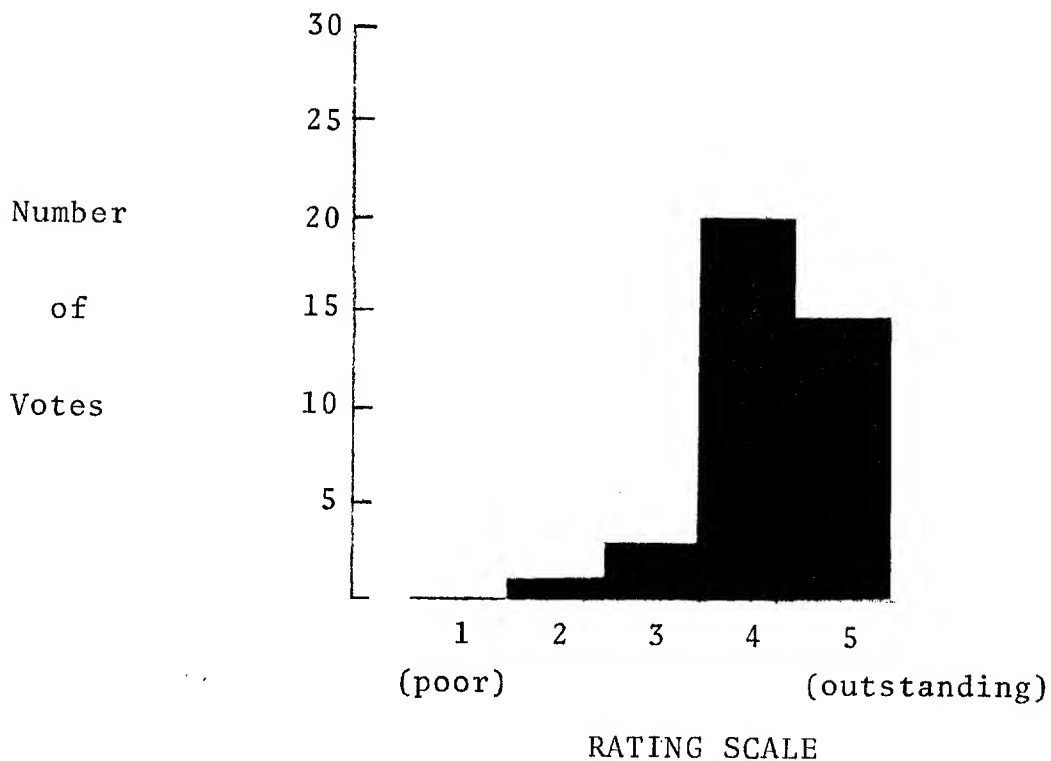
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Conferees evaluation of how well the
conference met the objective to:

Offer an occasion through peer contact to keep abreast
of developments within the Directorate:

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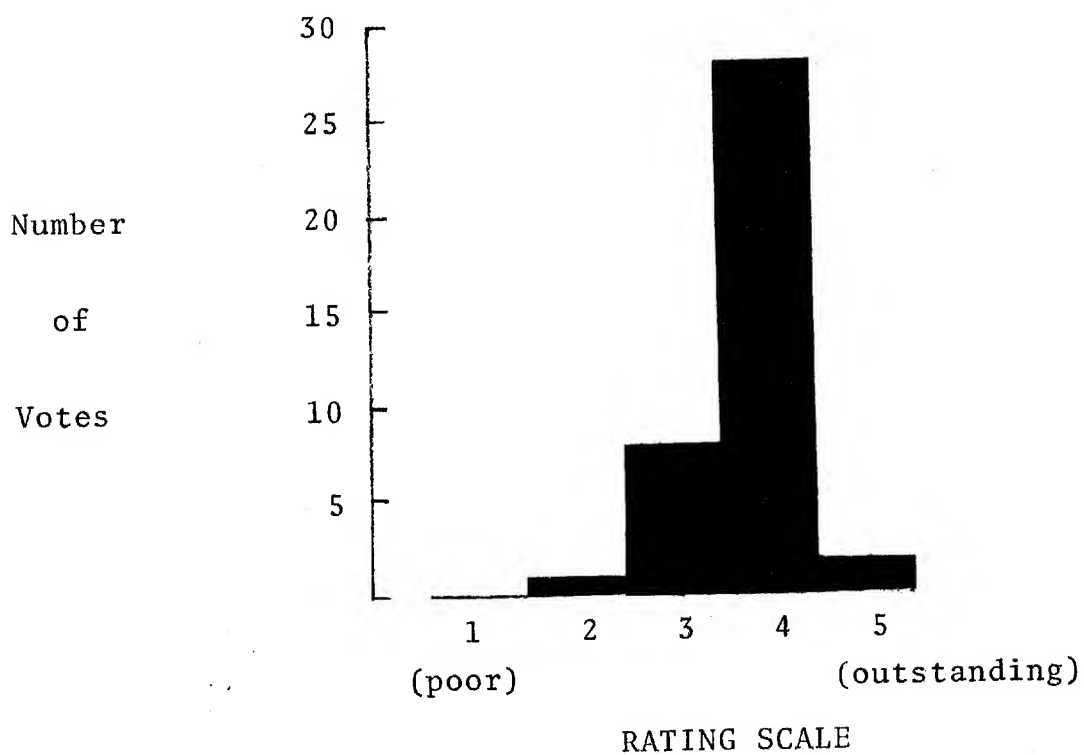


Conference Evaluation Results

General Evaluation

What was your overall impression of the Conference?

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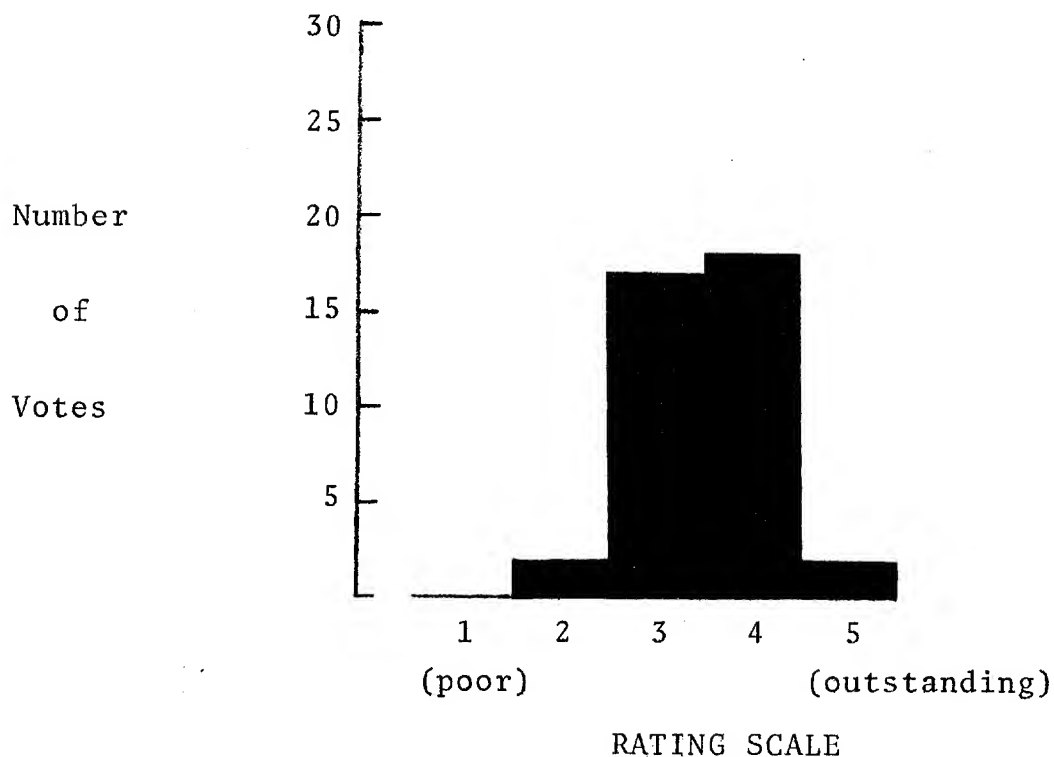
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Conference Evaluation Results

General Evaluation

To what extent do you feel that the information obtained from the conference will be of use to you in your position or role as a senior manager in the DDA?

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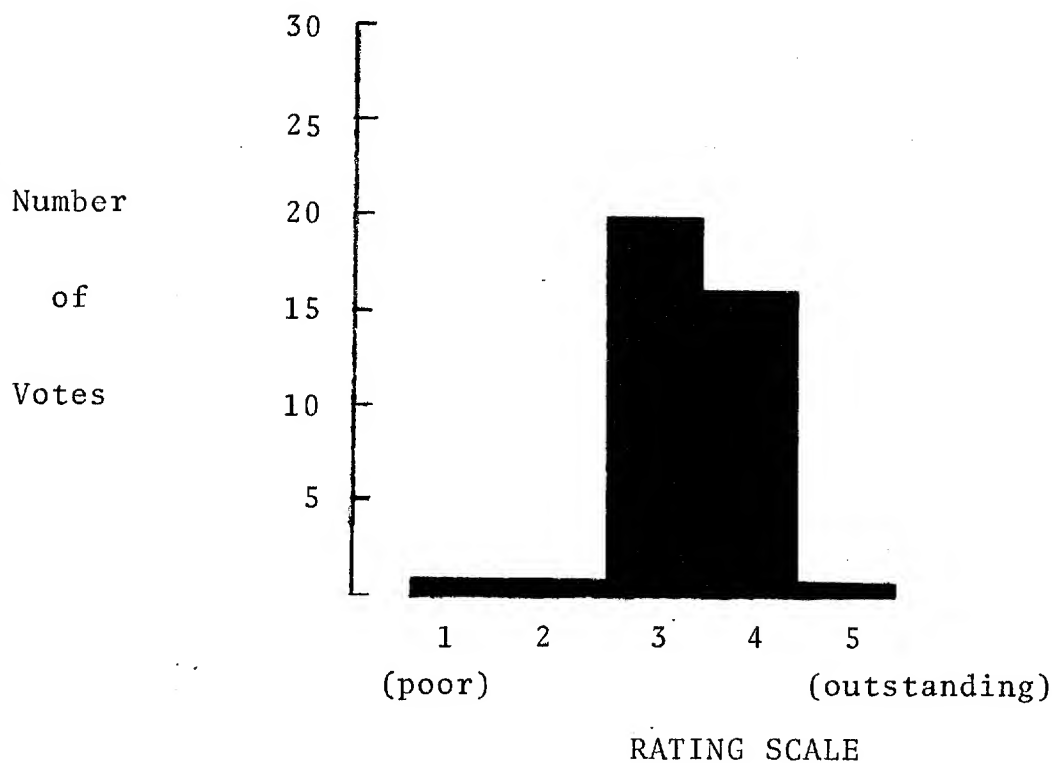


Conference Evaluation Results

General Evaluation

To what extent do you feel that the conference contributed to your knowledge of the present and prospective operations of the Directorate?

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CONFERENCE EVALUATION

Evaluation Scale

1	2	3	4	5
(Poor)				(Outstanding)

The following reflects the distribution of the vote of the conferees among the five levels of the evaluations for both the Panel Presentations and the Briefings.

	1 & 2	3	4 & 5
	(Below Average)	(Average)	(Above Average)

Panel Presentations

1. Employee Problems

Interest	2%	18%	80%
Value	13%	33%	54%

2. New Opportunities for Use of Mini & Centralized Computers

Interest	14%	28%	56%
Value	25%	46%	29%

3. New Ways of Doing Business in DDA

Interest	10%	26%	54%
Value	15%	49%	36%

4. Positions Classification

Interest	20%	26%	54%
Value	10%	62%	28%

Briefings

1. Managing Terrorist Incidents

Interest	8%	15%	77%
Value	30%	31%	39%

2. 25X1A

Interest	0%	18%	82%
Value	23%	38%	39%

3. CIA Space Problems

Interest	3%	31%	66%
Value	29%	38%	33%

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- VI. The following is a summary of the comments made by the conferees in response to the request to "provide additional comments concerning the conference, your opinions on the value of this and future conferences, and any peripheral benefits of the conference."

Overall, the conference appeared to be highly successful and better than last year. It was well structured, fast moving and provided insight into many interesting subjects and problems facing the Directorate today. That aspect of the conference that appeared to be of most value to the conferees and mentioned most frequently, was being able to meet away from the Headquarters area with one's professional peers, getting to know one another personally, and obtaining insight into mutual problems and areas of responsibility. Also high on the list was the opportunity to meet on an informal basis with senior officers of the Agency to obtain their insight relative to current and future operations of the Agency. The panel presentations proved to be very interesting, informative, and effective. The candid and informative presentations of the speakers were extremely interesting and beneficial to the majority of the conferees. There was more substance this year than last and the panel presentation, speakers, and briefings made for a better conference. As one conferee stated, "There is no better way to inform, educate, and perhaps motivate a group of working managers, and to gain an appreciation of each others' problems. This can only facilitate cooperation, reduce red tape, and help us move out smartly to the beat of today's different drums and the challenges of tomorrow."

The weakest portion of the conference appeared to be the handling of the "issues". Many felt that the issues should have been submitted to the teams in advance to give them more time to prepare for the discussions; the issues selected were not representative of the real problems in the Directorate; and there was not enough time to address the issues and come up with intelligent and reasonable alternatives or recommendations. As a result, they felt that the conference failed to meet the objective "to advise the DDA and A/DDA on issues facing the Directorate and the possible options for resolutions as perceived by the Division Chiefs."

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24 FEB 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Fiscal Year 1978 Personnel Development Program

REFERENCE : Multi adse memo fr ADDCI dtd 18 Jul 77,
same subject

1. Forwarded herewith is a consolidated Agency statistical report of the FY 78 Personnel Development Program (PDP). Part I of this program is designed to structure the executive succession planning and the executive development of certain officers of the Agency. This part of the PDP is developed annually by each Career Service for a three year cycle, and consists of three basic sections: a list of executive level vacancies expected during the period, the names of the officers qualified and under consideration for assignment to those vacancies (Executive List), and identification of those officers in grades GS-13 through GS-15 whose performance indicates potential for development for successful executive assignment (Executive Developmental Roster). These lists, including the developmental experiences planned for each candidate on the Executive Development Roster are retained by the Heads of the Career Services for individual discussions with the DDCI or the DCI. The statistical summaries are sent to the Director of Personnel where they are consolidated into an Agency report and analyzed against the previously set goals and the indicated requirements for qualified officers.

2. Part II of the Program, Developmental Profiles, does not require annual reports. It consists of Profiles describing or outlining the career tracks of the various disciplines or professions of a Career Service, including training and assignments for development appropriate to the grade structure concerned. It is the responsibility of the Career Service to update the Profiles as necessary to insure currency and to publish them for employee information and for use in career management or development discussion by supervisors or career management officers. The Office of Personnel maintains a master file of all Developmental Profiles for use in counseling cases.

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3. Forwarded with the consolidated PDP Part I statistical report are an analysis of how the Career Services complied with the guidelines for preparation of the PDP, comments on the individual statistical charts, and suggested points for discussion with the Heads of the Career Services. Also attached are copies of the PDPs of the individual Services. You will note in the analysis that discussion of the individual Executive and Developmental Roster name lists with the Heads of the Career Service is required to make a judgment on the adequacy of several parts of the PDP planning data.

4. The FY 78 PDP reflects that vacancies were more accurately projected for FY 77 than for FY 76 with the exception of NFAC where reorganization seriously affected the estimates. The ratio of executive vacancies to qualified executives and individuals being developed, however, was slightly lower when compared with last year's report. Black employees on the PDP Candidate Roster exceed their percentage of the grade population concerned; other minorities and women on the Roster are representative of their numbers in the GS-13 through GS-15 population.

5. The guidance for the FY 78 PDP recommended an Executive Candidate Roster (GS-13 through GS-15) of three individuals for each expected executive vacancy. On this basis, the Agency ratio of the Roster for the FY 78 report is 1.79:1. The ratio improves to 2.25:1, however, when the number of executive level employees already qualified (identified on Chart IV) are added to the pool of officers available over the three year period for assignment to the executive vacancies.

6. In subsequent PDPs it is recommended the Roster be developed in ratio with the total of the executive level positions of the Career Service inasmuch as the basic concern of this part of the Program is the succession planning for the long term, not just the three year planning cycle. A ratio of 2.50:1 for all Roster candidates and fully qualified executive level employees to the total of the executive positions is considered a reasonable relationship. Each Career Service would necessarily have to review the age and grade structure of the officers already qualified as well as the pool of employees considered for the Roster to determine the number required to maintain the 2.50:1 ratio. We would estimate, however, no Candidate Roster should be less than 1.50 to 1 in relation to the overall number of executive positions.

7. Because of the apparent discrepancies in the numbers reported for related material on the various charts, it is also proposed that in subsequent years the vacancy and name lists be made available to the Office of Personnel on request. Availability of the lists will assist in determining the accuracy of the statistical report and insure the

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same basis for reporting is used by all Career Services, or alternatively, identify the different approaches used. The variance in the numbers reported for this year may originate in differing viewpoints on the scope of the advance planning exercise.

3. Attached is a memorandum to the Heads of Career Services, transmitting the Agency's FY 78 PHP report and analysis for their information and requesting their preparation for the individual Career Service reviews.

(SIGNED) F. W. M. Jamney

F. W. M. Jamney

Atts.

As Stated

Distribution:

- Orig - DDCI, w/atts.
- 1 - ER, w/atts.
- 2 - DDA, w/atts.
- 2 - D/Pers, w/atts.
- 1 - OP/RS

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OP/P&C/RS cmc (22 Feb 78)

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MEMORANDUM FOR: Deputy Director for Administration
Director of the National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

FROM : Frank C. Carlucci
Deputy Director of Central Intelligence

SUBJECT : FY 1978 Personnel Development Program

1. Transmitted herewith for your information is a copy of the Agency FY 78 Personnel Development Program (PDP) report with analysis of the specific goals and of the individual reports.

2. I would appreciate your reviewing this material in preparation for the individual review of your Executive Candidate Roster and Executive Vacancy/Replacement lists. I am particularly interested in the areas of shortfalls between expected vacancies and qualified assignees and of types of developmental experiences being planned for the Roster candidates. I would also appreciate your thoughts on the ratio proposed in the covering memorandum for the number of candidates and qualified executive personnel viz the number of your executive positions. The matter of succession planning is of particular importance in the Agency and we must assure everything possible is done to develop and follow a successful Program in this area.

Frank C. Carlucci

Atts
As

ORIGINATOR:

Director of Personnel

This document may be downgraded when separated from classified attachment.

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Next 4 Page(s) In Document Exempt

Approved For Release 2002/11/15 : CIA-RDP81-00261R000200090001-4

DD/A 76-5575

15 NOV 1976

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : DDA Personnel Rotation Program

REFERENCE : DDA Administrative Notice 76-6 dated
27 May 1976

1. Now that the Senior Personnel Rotation Program is under way and most of those chosen for rotation are in their new assignments, I want to establish a reporting system for monitoring the progress of each officer. I intend to use both personal interviews and written reports so that I will have first-hand information from those involved and have a permanent record for future guidance.

2. The following schedule of interviews and reports will be followed:

a. At the end of the third month in the new assignment both the rotatee and his supervisor separately will be interviewed by me or by the Associate Deputy Director for Administration.

b. At the end of the ninth month similar interviews will take place.

c. At the end of the 12th month a comprehensive report will be prepared by the Office Director


covering all aspects of the rotatee's performance, his relationship with those with whom he dealt, his progress in the position, and any thoughts on the program as it applies to the rotatee's situation.

d. At the end of the 24th month a report similar to that in Paragraph c above will be provided.

3. This reporting system will be in addition to fitness reports which will continue as scheduled.

4. The Office of the DDA/CMO will schedule interviews based on original reporting dates. If you have any questions about this program, please contact that office.

STAT



John F. Blake

cc: ADDA
CMO/DDA

PERSONNEL
27 May 1976

DDA ADMINISTRATIVE
NOTICE 76-6

DDA PERSONNEL ROTATION PROGRAM

POLICY

It is the policy of the Directorate of Administration that employees be given the opportunity to develop and strengthen their experience in the broadest possible areas of administrative support. To assist in achieving this goal a limited Directorate rotational program is established to select highly qualified individuals for assignment to positions in Sub-Groups other than their own. As experience is gained in operating this program its extension is envisioned.

ELIGIBILITY

Staff personnel in grades GS-14 through GS-16 are eligible for nomination. Those nominated will have demonstrated the ability to assume positions encompassing broader responsibilities and covering wider administrative dimensions. Each employee selected should have exhibited excellent performance in his area of responsibility as indicated by the last two fitness reports.

POSITION IDENTIFICATION AND SELECTION PROCESS

To implement this policy each DDA Office Director (except D/MS) will identify at least one position at the GS-15/16 grade level which may be staffed by an officer from another DDA Sub-Group. He will also select at least two officers from his Sub-Group to be considered for rotation to another Sub-Group. Details on each position as to grade, type duties to be performed, recommended length of assignment, and the date assignee is needed will be prepared. For each officer nominated a current biographic profile, the last two fitness reports and a short resume of duties in his various assignments will be provided. This information will be forwarded to the DDA/CMO not later than 1 July 1976.

Approved For Release 2002/11/15 : CIA-RDP81-00261R000200090001-4

By 15 July 1976 the DDA/CMO will forward to each Office Director information on positions identified and officers nominated for rotation by the Sub-Groups. Each Office Director will submit by 2 August to the DDA/CMO his recommendation for proposed assignment of officers to each of the identified positions indicating a principal and an alternate for each.

By 16 August 1976 the Senior Personnel Resources Board will convene to select primary and alternate candidates for each position. The list of Board selectees will be forwarded to the DDA for final approval; concurrently, the reassignment date (usually within a six-month period) will be established.

The program now being administered by the DDA Personnel Panel to fill a limited number of MG positions for which no MG officer is available is considered a supplemental plan and is not to be used as an alternative to this program.

DURATION

Normally the assignment will be for a two-year period and a letter of understanding will detail the agreement. The sponsoring office will maintain career responsibility for its candidate. This will include competitive ranking evaluation so that the individual will receive appropriate consideration for further development and advancement. The host office will prepare the employee's annual fitness report and any other correspondence concerning performance in the assignment. The employee will be assigned to an established position and will not be placed in the development complement.

EMPLOYEE COUNSELLING

The selected employee will be advised of assignment duration and of the obligation to return to the parent office upon completion of the prescribed tour. The employee will be advised that this voluntary assignment is a developmental one designed to broaden his view of Agency requirements and further develop his managerial skills. It is the responsibility of the sponsoring office to ensure that the employee receives firm counselling on the purpose of the rotational assignment, promotions, future assignments, and what is planned upon return from the rotational assignment.

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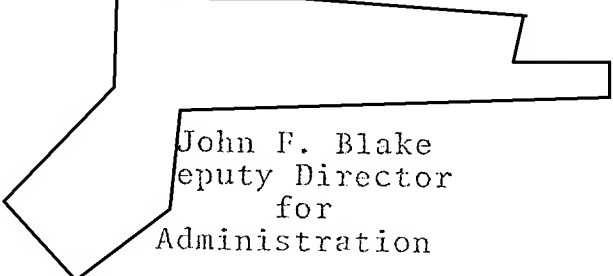
Approved For Release 2002/11/15 : CIA-RDP81-00261R000200090001-4

ANNOUNCEMENTS

Each Office will ensure that all qualified employees are considered for this voluntary program. Interested employees should make known to their respective career Sub-Groups their interest in being considered for participation in the program. Inquiring employees will be counselled on their eligibility for program participation. Employees are reminded, however, that only a few positions are being identified and, therefore, only the most highly qualified will be selected to participate.

POSITIONS

Although Offices may identify more than one position for Senior Personnel Resource Board consideration each (including O/DDA but with the exception of OMS) will host one officer during the initial phase of the program.



John F. Blake
Deputy Director
for
Administration

STAT

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14 December 1977

MEMORANDUM FOR THE RECORD

STAT

FROM:

SUBJECT: Options in Formulation of a Directorate of
Administration Training Program

1. There are basically two types of programs which could be formulated to serve as a Directorate of Administration Training Program (DATP). One version would be a general orientation of the Agency with a look at its mission and how it functions in the intelligence community. There would be an overview of the DDA and its position within the Agency. This would be a three to four week course, consisting mainly of lectures along with a limited amount of on-site office orientation and would be run at least twice a year. Nominees for this course would be from the ranks of the newly hired junior professionals (GS-08/09) within each of the Offices of the Directorate. It would precede the specialized training which each Office would normally provide their sub-group trainees.

2. The second option would be a program reserved for the selective few from each Office who are in the GS-10 through GS-12 grade level. The participants would have approximately five years of Agency experience as a professional officer, have been through their home component's specialized training, have had an opportunity to serve at the intermediate supervisor level and are considered to have high potential for advancement to significant managerial positions. This version would be informative as well as evaluative in nature. It would entail a general broadening of knowledge of the DDA and how the Offices interface with one another while providing required services to the other Agency components. Managerial concepts in both theory and practice would be meshed through a combination of lecture, seminars and case studies. Additionally, the program would focus on administrative problems of the Agency and explore some of the techniques that are used in dealing with them. The Assessment Center Staff would be utilized to provide self-assessments to the participants

SUBJECT: Options in Formulation of a Directorate of
Administration Training Program

thereby enabling them to gain added insight as to their management and supervisory capabilities. This more highly structured approach would be approximately 10-12 weeks in length, offered at most, twice per year and would be considered as a viable alternative to the existing CT Program



STAT

18 January 1978

MEMORANDUM FOR THE RECORD

FROM:

SUBJECT: Recommended Content for Options of the DATP

25X1

25X1 1. After reviewing the comments provided by each of the DDA Personnel Panel members on their perceptions and desires for the DATP, the two options outlined in the 14 December 1977 memo have been discussed with ADTR. In an effort to put some substance to the general themes of the two options, opinions and guidance were solicited of the Chief, Intelligence School (C/IS) and his staff on formulation of the program. The following summary for each of the two options represents a consensus of the undersigned and C/IS as to course content. It is also felt that the basic expectations of each of the Offices of the DDA for the DATP will be met by one of the two options. In neither case will all of a particular Office's desires for the DATP be fulfilled, but the compromise offered is considered the best available considering such factors as time, budgetary restraints and personnel resources.

25X1 2. In regard to the first option discussed in the 14 December 1977 memo, the shorter version for newly hired junior professionals could be achieved by using primarily two existing OTR courses in a somewhat expanded format: Introduction to CIA and the DDA Trends & Highlights. It is considered that these two courses as a package, along with a limited amount of on-site orientation provided by the participating Offices of the DDA, would meet the basic objectives of the first option.

25X1 3. In respect to the second option discussed in the 14 December 1977 memo, the following summary is recommended: As a means of providing formalized management training for the DATP, the following OTR courses and workshops will form a nucleus around which the eight Offices of the DDA will develop their particular orientations. By scheduling this package of courses in the early portion of the program, the principles and techniques of supervision and management which are covered will provide not only a valuable foundation for the remainder of the program, but will prepare the participants for future managerial positions:

25X1

SUBJECT: Recommended Content for Options of the DATP ☐

25X1

- A. Effective Written English - 2 1/2 to 3 days
- B. Intelligence Briefing Course - 2 1/2 to 3 days
- C. Fundamentals of Supervision and Management - 5 days
- D. Survey of Financial Management/CIA Financial Systems - combine into a 4-day course
- E. Personnel Evaluation Workshop - 2 days
- F. Personnel Management - 2 days
- G. Kosticks "Preference and Perception Inventory" - to be used as a tool to stimulate self awareness as managers and their environment.

25X1 4. ☐ This package of management courses would comprise approximately four weeks of the total 10-12 week program. Around this nucleus, a general orientation of the DDO, DDS&T and NFAC would be programmed consisting of approximately three days devoted to each directorate. OTR in conjunction with DDO developed a five-day Operations Directorate Orientation course which had an initial running 28 November-2 December 1977. In speaking with ☐ the original course coordinator, he felt that with some modification and concentrating strictly on the DDO, the course could be adapted to a three-day presentation. It is understood that NFAC currently has a three-day orientation course which could be reviewed for inclusion if considered appropriate. ☐ of NFAC is cognizant of the three-day course. It is felt that DDS&T could provide a similar offering possibly drawing on pertinent portions of their Career Development Course. According to the Training Officer of DDS&T, they currently have a two-day orientation course that in all probability could be tailored to the DATP.

25X1A

25X1A

25X1 5. ☐ The remaining portion of the DATP would consist of the in-depth look at the DDA. This phase, developed by each of the Offices, would total approximately five weeks. Through a combination of seminars/lectures/orientation briefings in selected elements of their particular disciplines, a program would be put together whereby all the subgroup careerists would gain a fuller appreciation for the missions of all

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SUBJECT: Recommended Content for Options of the DATP ☐

25X1

Offices of the DDA and how they function. If considered appropriate, a case study requiring the use of problem solving techniques and application of management theory derived from the first segment of the program would be scheduled. This would be a joint venture of all the Offices.

25X1 6. ☐ The following areas of interest should be considered for inclusion in the respective presentation by each Office:

A. Office of Communications - Two days covering an OC overview; programming and budgeting; the Commo field operation; NOC and agent Commo support; tour of headquarters communications facilities; and planning for future requirements with current state of the art.

B. Office of Data Processing - Four days consisting of an introduction to data processing concepts, terminology and methodology; Management Applications Development/General Accounting System/Soviet Cost Analysis Model; Telemetry Analysis and Display/Support for Analysts File Environment/COMIREX Automated Management System; managing ODP growth in terms of budgetary and space restrictions and the future of minicomputers.

C. Office of Finance - Four days wherein insight is provided about Office of Finance's statutory obligations to DCI; Accounts Division and Plans and Systems Staff; Audit and Certification Division; Compensation Division; Monetary Division and Liaison Program.

D. Office of Logistics - Five days covering supply management; transportation and procurement; printing and photography; logistics services and real estate and construction.

E. Office of Medical Services - Two days providing an OMS overview and presentations by selected components such as Field Operations, Psychological Services Staff, etc.

Approved For Release 2002/11/15 : CIA-RDP81-00261R000200090001-4

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SUBJECT: Recommended Content for Options of the DATP



25X1

F. Office of Personnel - Four days covering recruitment and placement; plans and review; position management and compensation; special programs such as retirement, outplacement and insurance; personal affairs and contract personnel.

G. Office of Security - Four days looking at the missions, functions and basic policies of the Office; personnel security programs; compartmented security; computer security; technical security countermeasures; physical security; industrial/contract security; FOIA and Privacy Act and security programming for DDO, NFAC and DDS&T.

H. Office of Training - Two days covering OTR overview; a look at the Services Staff; Career Training Program; Intelligence Training; Functional Training and the Language School.

In each of the above Office presentations, it is hoped that the Office Director or Deputy would provide appropriate closing remarks.



25X1A

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NUMBER DESIGNATED SEMP PROGRAM PARTICIPANTS

<u>OFFICE</u>	<u>31 Mar. 1977</u>	<u>30 Sep. 1977</u>	<u>31 Mar. 1978</u>
OC	19	18	18
ODP	20	12	**10
OF	18	12	12
OL	15	9	9
OMS		11	*** 8
OP	16	15	15
OS	20	13	13
OTR	13	13	** 9
O/DDA & Staffs	2	9	9
TOTALS:	<u>123</u>	<u>*112</u>	<u>**103</u>

*Reflects Deletion of Deputy Division Chiefs as Participants.

**Reflects Abolishment of Position or Office Reorganization.

***Reflects deletion of Deputy Division Chiefs as of 1 October 1977.

TOTAL NUMBER BY OFFICE COMPLETING SEMP 5-DAY MINIMUM REQUIREMENT

<u>OFFICE</u>	<u>31 Mar. 1977</u>	<u>30 Sep. 1977</u>	<u>31 Mar. 1978</u>
OC	2	7	8
ODP	0	7	6
OF	7	5	4
OL	7	7	4
OMS	6	4	4
OP	3	4	1
OS	11	6	4
OTR	4	9	3
O/DDA & Staffs	1	4	3
TOTALS:	<u>41</u>	<u>53</u>	<u>37</u>

Figure based on projected enrollment/not actual completion of course as of 31 March 1977.

SENIOR EXECUTIVE MANAGEMENT PROFICIENCY PROGRAM

Semi-Annual (1 October 1977 - 31 March 1978)

<u>OFFICE</u>	<u>SEMP Number/Participants</u>	<u>Number Who Have Completed 5-Day Requirement</u>
OC	18	8
ODP	10	6
OF	12	4
OL	9	4
OMS	8	4
OP	15	1
OS	13	4
OTR	9	3
O/DDA & Staffs	9	3
TOTALS	<u>103</u>	<u>37</u>

SEMP COURSES IN WHICH THERE HAS BEEN PARTICIPATION DURING
REPORTING PERIOD

Internal - OTR Sponsored

Career Counseling Course
Information Science for Managers I
Information Science for Managers II
Levinson Seminar on Leadership
Management for Equality of Opportunity
Management Seminar
Program on Creative Management
Senior Seminar

External (Government and non-Government)

American Association for Advancement of Science Meeting
Advancement in Diagnostic Internal Medicine
American Management Association Senior Project Mgmt. Conf.
American Heart Association of CTR's Instructors Program
Brookings Conferences for Senior Executives:
 Conference on Business in a Contemporary Society
 Conference for Science Executives
CSC/Federal Executive Institute:
 Executive Leadership and Management Program
 Executive Education Program
 Follow-on Conference for Executive Education Program
CSC - Managing EEO Programs
 - Suitability and Security Adjudication
Conference of the World Futures Society
Naval Postgraduate School: Electronic Warfare
Printing Industries of American: Products Management

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DD/A 77-5615

19 October 1977

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Career Management Officer, DDA

FROM : Michael J. Malanick
Acting Deputy Director for Administration

SUBJECT : Revision of SEMP Program Guidelines

25X1 1. [] This memorandum re-emphasizes the desirability and continuation of the Senior Executive Management Proficiency (SEMP) Program and sets forth revised guidelines to insure the effectiveness of the Program's objective.

25X1 2. [] Since its inception in September 1976, many questions had arisen concerning the administration of the program. While acknowledging the program was well-recognized throughout the Directorate, these questions indicated a further need to clarify and redefine the program's criteria and standards. In an effort to gather the widest possible appraisal of the areas of concern, I asked that a review of the program be undertaken. For some months, a group of SEMP Coordinators, representing each of your Offices, has been involved in this undertaking. The results of that review have been incorporated in the revised guidelines, as appropriate. Even though they are not major in scope, they are changes which I believe will insure the effective administration of the program's objective--continued maintenance of management proficiency by our senior executives.

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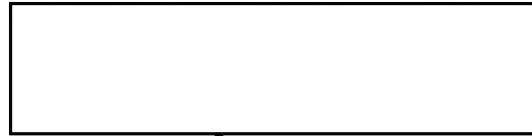
25X1

3. ☐ I ask that a copy of the revised guidelines be distributed to each individual in your Office who has been designated a participant in the SEMP Program. Further, I ask that each Office Director be responsible for assuring that participants for which he has supervisory responsibility are afforded the opportunity to meet the requirements of the program.

25X1

4. ☐ I believe the attached clarification of the SEMP Program's criteria and standards will provide maximum flexibility and opportunity for insuring the program's continued success.

25X1A



Attachment

SENIOR EXECUTIVE MANAGEMENT PROFICIENCY PROGRAM

Directorate of Administration

REFERENCE: DDA SEMP Booklet, dtd September 1976

In an age of managerial evolution it is essential that the Directorate's managers keep pace with new theories in governmental policy, the behavioral sciences, and the political, social and economic arenas which affect our organization. In September 1976, the Directorate of Administration initiated the Senior Executive Management Proficiency (SEMP) Program, a plan designed for enhancing senior executive management proficiency. This program is designed to satisfy the needs which occur as a result of the constant changes taking place in the management field.

With the benefit of a year's experience in assessing the administration and value of the program, it is clear that the theory of SEMP is sound and well-recognized throughout the Directorate of Administration. The point, however, has been raised that the program would be even more effective if we were to reduce in number those senior executive positions whose incumbents are identified for participation in SEMP. As a result, those positions whose incumbents are to be included in SEMP are as follows: the Deputy Director for Administration, the Associate Deputy Director for Administration, certain O/DDA Staff Officers, DDA Office Directors and Deputy Directors, and DDA Division Chiefs (or equivalent). Also, the fact was mentioned that the senior executives would participate more actively in the program if they were to be afforded the opportunity to interact with their peers in an environment unlike and away from the normal day-to-day work situation. In this regard, it is to be re-emphasized that SEMP encourages the senior executives to join with their peers in attendance at external programs as well as in participation in appropriate Office of Training courses.

Insofar as the criteria and standards for SEMP are concerned, the following will apply:

- a. Attendance will remain as previously stated, i.e., a minimum of one week's attendance during each fiscal year, at either an internal or

25X1

external course, seminar, symposium, professional conference, etc. Since the attached listing suggests courses of less than five days' duration, SEMP participants may find it desirable to take more than one course during a fiscal year. For example, take the Management for Equality of Opportunity and Career Counseling Course and/or one or two of the many three-day offerings of the Civil Service Commission to fulfill their SEMP requirement. It is suggested that those individuals who require periodic updating in their particular professional disciplines, i.e., medicine, automatic data processing, engineering, procurement, etc., consider enrollment in professional courses which fall within the purview of their respective disciplines. There is attached a listing, prepared by the Office of Training, to serve as a guide in identifying the type of course which may be considered part of SEMP. It is believed that this change in course offerings will be less restrictive and will provide an even greater opportunity for participation in the program.

25X1A

b. As you know, there has been considerable review by both the Audit Staff and the House Appropriations Committee of the Office of Training's sponsorship for external programs. As a result, numerous questions have arisen concerning the funding of external courses and the limitations thereof. In an effort to clarify this particular point, the Office of Training was requested, and has established a focal point officer, [redacted] to furnish guidance in respect to this matter.

c. The recent review of the program indicates that the requirement for an annual, fiscal-year report will provide adequate feedback for assessing the continued value and success of the program. These reports will be forwarded to the Office of the CMO/DDA by 31 October, annually.

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d. The applications and other administrative actions for SEMP courses will continue to be handled under normal, existing procedures. Any questions may be referred to the CMO/DDA, who is the responsible officer for Directorate coordination of the Program.



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Attachment:
Course Listings

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ROUTING AND RECORD SHEET

ECT: (Optional)

Second Quarterly Management Conference on ADP-MBO Objectives

FROM:

AC/M&AS/DDA
7C18 HQS

EXTENSION:

NO.

STAT

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Officer to the DDA

Attached is a copy of the action plans and status report on the Directorate's ADP-MBO Objectives for the second quarter of FY-78.

Since the second quarterly review will be held during the Office Director's Conference at ☐ copies of the attached booklet will be included in the Office Director's notebook to be distributed at the conference.

7.

Please note that it was agreed at the last ADP-MBO Conference that further action on OL-15-78, General Automated Procurement Systems (GAPS) would be postponed for the duration of FY-78.

8.

9.

Also, ISAS Objective #25-78 on the Automated Records Information System has been completely revised. A copy of the old action plan is attached.

10.

11.

12.

13.

14.

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DIRECTORATE OF ADMINISTRATION

MANAGEMENT BY OBJECTIVES

FISCAL YEAR 1978

MANAGEMENT CONFERENCE

ON

ADP OBJECTIVES

APRIL 1978

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INDEX

<u>OFFICE</u>	<u>OBJECTIVE</u>	<u>NUMBER</u>
Office of Finance	CONIF	OF-05-76
	GAS	OF-16-76
	Agent Payroll	OF-26-78
	CIARDS Payroll	OF-27-78
Office of Logistics	Preventive Maintenance Special Use Area	OL-09-77
	Management Information System - P&PD	OL-11-77
	General Automated Processing System (GAPS)	OL-15-77
	ETECS	OL-17-78
Office of Medical Services	CAMPS	OMS-08-77
Office of Personnel	PERSIGN II	OP-14-77
	Applicant Processing	OP-19-77
Office of Security	Security Access Records System	OS-21-78
		OS-22-78
Office of Training	Preventive Maintenance	OTR-18-77
	Training Records System	OTR-35-78
Information Systems and Analysis Staff	Automated Records System	ISAS-25-78

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OFFICE OF FINANCE

Administrative - Internal
CONIF III ACTION PLAN

31 OCT 76
No.

OF 05-76

OFFICE
Finance

RESPONSIBLE OFFICER

FY	FY RESOURCE ESTIMATE	
	MYR	DOLLARS
78	6	

PERIOD	STATUS
OCT - NOV	
DEC - JAN	
FEB - MAR	X
APR - MAY	
JUN - JUL	
AUG - SEP	
X EXCEEDING PLAN	
- MEETING PLAN	
S BEHIND PLAN	

Finance/CONIF - Complete development and implementation of the Finance facets of the Contract Information System (CONIF III). (Joint with ODP and OL)

ACTION PLAN (Milestones)	COMPLETION MONTH: SCHEDULED O: ACTUAL X											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Using active FY77 contract listing, Finance will provide information on new data elements CN/PAYEE and CN/ASSIGNEE for Logistics input. (Also FY78)				0	-----	R						
2. Using active FY77 contract listing, Finance will provide information on data elements "Secure Name," "Address," etc., for Logistics input. (Also FY78)				0	-----	R						
3. Add new Log data element to CONIF, CN/FPA - Contract-Final Payment Authorized. Logistics to review FY77 contract activity for input of data.				0	-----	R						
4. Complete user acceptance testing.							0	-----	0			
5. Commence invoice payment in CONIF III (simultaneously with conversion of data required for current invoices).								0	-----	0		
6. Complete conversion.									0	-----	0	
7. System totally operational .										0	-----	0
8. ODP - Documentation completed										0		

Administrative - Internal

Administrative - Internal Use
NARRATIVE REPORT

CONIF III

OF-05-76

January 1978 - March 1978

1. Activity This Period

CONIF progress meetings on acceptance testing and related matters are held weekly and are attended by Finance, ODP and Logistics personnel. All outstanding program changes identified during the last period were processed and are now current. The machine generated voucher was reprogrammed to correct certain deficiencies. Phase II of testing was scheduled to begin after all identified program changes were made. Phase II, a repeat of processing 134 Devised Situations (the paying of an invoice in every possible way) began on 13 March 1978. As of 23 March, acceptance testing was 65% complete. In addition to testing, Finance provided to Logistics the information data on PAYEE, Secure Name, etc., for all FY 1977 and 1978 contracts for input into CONIF3. Finance also reviewed the FY 1977 and 1978 contracts for accuracy of certain critical Finance data elements and provided data corrections to Logistics for input.

2. Problems and Shortfalls

Acceptance testing is measured by assigning a percentage to each task. A number of CONIF test changes (CT's), a total of 79 changes to date, were identified and the program changes made. Problems were encountered in batching the reports printed on special forms (Voucher and Schedules) and obtaining error free reports. This deficiency was corrected by the reprogramming of the machine generated voucher and by making spacing alignment changes to the machine generated schedule. The current outputs satisfy all requirements.

3. Plans for the Next Period

As of 23 March, there were no known deficiencies in the computer program or the machine generation of reports. It is anticipated that testing will continue at a rapid pace and will be completed in May 1978. Finance should commence conversion and the payment of contractor invoices in late May or June 1978.

4. Long Term Outlook

Finance should begin the conversion of invoice payment data for the FY 1977 and FY 1978 contracts to CONIF3 in June 1978. Conversion should be completed by July 1978 and the system in total operation by August 1978.

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OBJECTIVE AND ACTION PLAN

STATINTL

OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS							
				MYR	DOLLARS									
OF-16-77	Finance		78	.7		OCT - NOV								
						DEC - JAN								
						FEB - MAR	X							
						APR - MAY								
						JUN - JUL								
						AUG - SEP								
OBJECTIVE					+ EXCEEDING PLAN - MEETING PLAN X BEHIND PLAN									
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O; ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
FY 78														
1. Implement automated year end closing procedures														
2. Prepare feasibility study concerning on-line query capability for advance accounts														
3. Prepare feasibility study concerning an decentralized input capability for obligations														

Administrative - Internal Use

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~~Administrative~~

~~Internal~~

NARRATIVE REPORT

GAS

OF 16-77

January 1978 - March 1978

1. Activity This Period

a. The major accomplishment during this period was the completion of 20 of the 34 maintenance items carried forward from the first quarter. Included in this group of items was the establishment of 5 new general ledger accounts; 3 new voucher transaction codes; and 1 new obligation transaction code. Also completed during this period was the production of 1099 Forms which for the first time included the employee address for over contract employees

STATINTL

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b. Eighteen additional maintenance items were also completed during this period that were not identified during the previous quarter. These "quick fix" items consisted mainly of edit and master file adjustments.

2. Problems and Shortfalls

None

3. Plans for Next Period

To complete the remaining 14 items carried forward from the first quarter OF maintenance list and complete work on 10 additional items identified during the last quarter. It is also anticipated that a feasibility study concerning online query capability for advance accounts can be completed during this quarter.

~~Administrative - Internal Use Only~~

Administrative - Internal Use

4. Long Term Outlook

Identification of new maintenance items has decreased sharply during the last quarter. It appears likely, therefore, that during the last half of the fiscal year the workload of the OF and ODP systems personnel assigned to the GAS project can be gradually shifted toward the accomplishment of our long term goals.

Administrative - Internal Use

Administrative - Internal Use Only

PROJECT NO. OF-26-78		OFFICE Finance	RESPONSIBLE OFFICER <div></div>		FY 78		FY RESOURCE ESTIMATE MYR 2 DOLLARS 1.2		PERIOD OCT - NOV DEC - JAN FEB - MAR APR - MAY JUN - JUL AUG - SEP		STATUS <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>					
Full automation of Agent Payroll. To develop and implement the special payroll process in a minicomputer interactive environment					*OF Resources Only **ODP FY78 costs per telecon W 1/4/78					+ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN						
ACTION PLAN (Milestones)					COMPLETION SCHEDULED 0; ACTUAL X											
FY 78					OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. User Requirements					0	-----	0									
2. Data Collection					0	-----	0									
3. Data Analysis										0	-----	0				
4. Establish dates for remaining milestones																
5. Conceptual Systems Design																
6. Cost Benefit Analysis																
7. Detail Systems Design																
8. Preparation of Test Plan and Test Material																
9. Definition of Controls																
10. Development of Training Materials and Techniques																
11. Documentation																
12. Definition of File and Structures																
13. Modular Interface Techniques																
14. Programming and Debugging																
15. Testing of System																
16. Acceptance Testing																
17. File Conversion																
18. Parallel Operations																
19. Implementation																

Administrative - Internal Use Only

Administrative - Internal Use Only
STATUS REPORT

OF 26-78

AGENT PAY SYSTEM

Objective: Full automation of Agency Payroll. To develop and implement the special payroll process in a minicomputer interactive environment.

Activity This Period

- Conducted interviews with users to obtain understanding of system.
Produced 2 narratives on the operation of the current system.
Assigned Two Full Analyst (1 OF - 1 ODP)

Problems and Shortfalls

- Competing Payroll-related projects (internal as well as external requirements)
- Limited resources
- Project administration not clearly defined

Status

- Slippage of 2 months due to above problems

Plans for Next Period

- Complete data analysis
- Establish remaining target dates

Long Term Outlook

- Confident that successful system can be built but limited OF and ODP resources may cause delay in completion.

Administrative - Internal Use Only

Administrative - Internal Use Only

OBJECTIVE AND ACTION PLAN

STATINTL

OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS
OF 27-78	Finance		78	MYR	DOLLARS	OCT - NOV	
				.5		DEC - JAN	
						FEB - MAR	X
						APR - MAY	
						JUN - JUL	
						AUG - SEP	
					+ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN		

*OF Resources only

ACTION PLAN (Milestones)	COMPLETION MONTH: SCHEDULED O; ACTUAL X											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
FY 78												
1. User Requirements (Completed FY 77)												
2. Establish Dates for remaining milestones												
3. Data Collection												
4. Conceptual Systems Design												
5. Detail System Design												
6. Preparation of Test Plan and Test Material												
7. Definition of Controls												
8. Development of Training materials and techniques												
9. Documentation												
10. Definition of File and Structures												
11. Modular Interface Techniques												
12. Programming and Debugging												
13. Testing of System												
14. Acceptance Testing												
15. File Conversion												
16. Parallel Operations												
17. Implementation												

ADMINISTRATIVE - SECURITY ONLY

STATUS REPORT

CIARDS

OF 27-78

Objective: Full automation of CIARDS Annuity Payroll. To develop and implement CIARDS payroll process in a minicomputer interactive environment and to include data from which an actuarial base can be compiled.

Activity This Period

- None

Problems and Shortfalls

- Limited resources and competing projects

Status

- Slippage from previous - see problem stated above

Plans for Next Period

- Assess our ability to undertake project and establish milestones

Long Term Outlook

- Not optimistic - contingent upon identifying resources that can be assigned to project

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OFFICE OF LOGISTICS

Administrative

Administrative

NARRATIVE REPORT **Administrative - Internal Use** January 1978 - March 1978
OL-A-09-77

1. Activity This Period

Sufficient data input to system for purpose of system test. Few minor discrepancies noted and corrected. All facets of the program tested with successful results. An introduction and briefing on the AEMMS Program [] personnel accomplished on 16 February 1978. The system was placed in official operation on 1 March 1978.

2. Problems and Shortfalls

STATINTL

No program software problems but experiencing some delays in work order completions by the respective General Services Administration crafts. Working with GSA to alleviate a backlog of work order requirements.

3. Status

The system is on the line and operational. Equipment data gathering and input in progress.

4. Plans For Next Period

A continued effort toward extended equipment data gathering and input to the system.

5. Long-Term Outlook

Continued program review and enhancement. Goal in effect is to improve existing preventive maintenance standards by application and use of this computer assisted maintenance concept. Results of the test reflect confidence that overall application of the program will produce a more viable concept toward required preventive maintenance accomplishments.

Administrative - Internal Use

STATINTL

STATINTL

OBJECTIVE
NO. **Revised**
DATE **OL-11-77**

OFFICE
Logistics

Administrative Internal Use Only

FY	FY RESOURCE ESTIMATE	
	MYR	DOLLARS
78	1	

PERIOD	STATUS
OCT - NOV	
DEC - JAN	
FEB - MAR	
APR - MAY	
JUN - JUL	
AUG - SEP	
<input type="checkbox"/> EXCEEDING PLAN <input type="checkbox"/> MEETING PLAN <input type="checkbox"/> BEHIND PLAN	

In cooperation with the Office of Data Processing, prepare a Request for Proposal (RFP) for a mini-computer based management information system specifically designed to meet the needs of PQPD. Upon receipt of bids resulting from the RFP, evaluate, select, procure, install and implement the system.

ACTION PLAN (Milestones)	COMPLETION MONTH: SCHEDULED O; ACTUAL X											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Outline requirements for a mini-based printing and photography MIS.	OX											
2. Meet with vendors, customer users, and Agency personnel to evaluate existing available commercial and in-house (RAMIS) systems.			OX									
3. Prepare a systems requirements document.				O		X						
4. Prepare a Request for Proposal in cooperation with the Office of Data Processing.						O			O			
5. Develop and submit an installation plan.								O				
6. Evaluate RFP response and select and procure an appropriate system.									O		O	
7. Conduct training for systems personnel, data base managers, and users. Training should begin at vendor site as soon as possible after system selection.												O
8. MIS delivery and installation.												O
9. Complete system acceptance test.												O
10. System Start-up (implement reporting).												O
11. System performance evaluation.												O

Administrative - Internal Use Only

Administrative - Internal Use Only

NARRATIVE REPORT

MIS

OL 11-77
January 1978 - March 1978

1. Activity This Period

The system requirements document for a mini-based printing and photography MIS has been drafted and approved. The requirements were designed to provide P&PD with job scheduling, tracking, estimating, costing, collection of production statistics, resource allocation and supply and inventory. A Request for Proposal (RFP) is currently being prepared in cooperation with the Office of Data Processing.

2. Problems and Shortfalls

Completion of a systems requirements document was delayed due to the time required to draft requirements to a level of detail previously not anticipated. In addition to this delay, at least six weeks will be required to coordinate the RFP through the various Agency components that will review it. As a result, RFP responses cannot be evaluated until mid July, given a 60 day response period for bidders.

3. Plans for Next Period

In cooperation with the Office of Data Processing, an RFP will be produced, coordinated internally, and distributed to prospective bidders. In addition, an installation plan for the system will be prepared.

4. Long Term Outlook

Evaluation of the Request for Proposal responses will be made following the bidder response period in order to select a system. Training will be scheduled with the selected vendor for all necessary personnel involved with system implementation, system management, and day to day usage. Coordination of delivery and installation of the system with appropriate Agency and vendor personnel will be carried out. The above tasks will be handled on a timely basis, thereby providing P&PD with a period for system implementation acceptance testing and overall performance evaluation.

STATINTL

OFFICE	OL - 15 - 78	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE	PERIOD										
	PD/OL			78	MYR .13											
<p>To establish an inexpensive conversion of the current equipment (Xerox 800) with a "smart" terminal or an equivalent which would provide: (1) an immediate reduction in the typing workload of the General Procurement Branch, PD/OL (GPB), through the utilization of a high-speed printer, and (2) capture certain contract/purchase order information to build a data base for subsequent rapid retrieval and retention of items versus source identification.</p>						OCT - NOV DEC - JAN FEB - MAR APR - MAY JUN - JUL AUG - SEP EXCEEDING PLAN MEETING PLAN BEHIND PLAN										
ACTION PLAN (Performance)				COMPLETION MONTHS SCHEDULED 0: ACTUAL X												
				OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
a. GPB/PD, EO/OL (SAB), and ADP&EB/PD will reanalyze the workflow, documentation requirements, etc. of GPB.						0	→ 0	X								
b. Prepare and issue requests for proposals for the hardware & software to implement the objective.								0	→ 0							
c. Contractors responses to RFP's due.										0						
d. EO/OL (SAB), ADP&EB/PD, and GPB/PD will evaluate proposals and select a source.											0					
e. ADP&EB/PD will place order for hardware & software.												0				
f. GPB/PD personnel will undergo basic training on use of the equipment.													0			
g. Contractor will deliver and install first work station with associated proposals														0		
h. Contractor will deliver & install balance of work stations subsequent to 30 September 1978.																0

NARRATIVE REPORT

January 1978 - March 1978

OL-15-78

Activity This Period

The first milestone, preparation of a functional requirements document for the system, was met.

Problems and Shortfalls

Using the requirements study as a base document, Logistics Management has decided to postpone any action on this MBO for the duration of FY-78. SAB will continue to monitor the market-place for systems which will meet the requirements of GPB. It is expected that the proposed system will again be an FY-79 MBO.

Plans for Next Period

See 2 above.

Long-term Outlook

Postponement for duration of FY-78.

Administrative - Journal Use

by 1 October 1978, procure, install and implement an Electronic Text Editing and Composition System (ETECS) in the Main Printing Plant. Link this ETECS to the Headquarters System to enable it to effectively support an anticipated 175 percent increase in typeset page production.

1. Complete ETECS system study.
2. Based on the system study determine what equipment mix is required for a third ETECS module.
3. ~~Order equipment.~~
4. Develop and submit an installation plan.
5. Coordinate activities with the Office of Security, and secure their approval for the installation.
6. Install communications data link.
7. Complete site preparation.
8. ETECS equipment delivery and installation.

FY 79

9. Complete system acceptance test.
10. System Start-up.
11. System performance evaluation.

Administrative - Internal Use Only

Narrative Report

OL 17-78

January 1978 - March 1978

FTECS

1. Activity This Period

The FTECS system study was completed in February. Based on this study the equipment mix for a third FTECS module, to be located in the Printing and Photography building, was determined. The study along with other required procurement documentation was submitted to the Office of Data Processing Management Staff, and Procurement Division, Office of Logistics for approval and subsequent procurement of the module. Activities involving the submission of a system installation plan, and securing Office of Security approval for the installation of the third module began during this reporting period, and should be completed by the end of April.

2. Problems and Shortfalls

The relatively minor delays incurred in meeting milestones one through three were, in the main, caused by a longer than anticipated system study coordination period.

3. Plans for Next Period

Latest reports from the Office of Communications state that the infrared data link between the Headquarters building and Printing and Photography building will be installed, tested and operational by late April or early May. All indications are that the third module site will be prepared well ahead of schedule, maybe as early as the end of April.

4. Long Term Outlook

The outlook for the long term remains good. The minor delays involving the first three milestones of this objective should have no adverse effect on meeting the remaining goals. In view of the vendor quoted 90 day delivery of equipment following receipt of an order there should be no difficulty in completing this objective on schedule.

Administrative - Internal Use Only

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OFFICE OF MEDICAL SERVICES

Administrative - Internal Use Only

28 March 1977 Revised

OBJECTIVE NO.	OMS-08-77	OFFICE	OMS	RESPONSIBLE OFFICER	MSDO	FY	FY RESOURCE ESTIMATE		PERIOD		STATUS						
OBJECTIVE	Computer Assisted Medical Processing System (CAMPS)				78	MYR	1.5	DOLLARS									
To develop an ADP system that will assist the office in evaluating its program missions (functions). This objective should support the two Directorate goals relating to proficiency and enhancement of information management.									OCT - NOV								
									DEC - JAN								
									FEB - MAR	X							
									APR - MAY								
									JUN - JUL								
									AUG - SEP								
						I EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN											
ACTION PLAN (Milestones)						COMPLETION MONTH: SCHEDULED O; ACTUAL X											
						OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Selection of Data Storage and Retrieval Requirements Solution						X											
2. Complete a Pilot Diagnosis Project Proposal																	
3. Complete a revised Pilot Diagnosis Project Proposal									X			0					
4. Implement the Diagnosis Project Proposal																	
5. Review to determine whether or not to move entire clinical computer system into the NIPS DBMS																	
6. Place new IBM Bonner EKG program in production																	0
7. Following number 5, develop an action plan for FY 78 to include some or all of the following items:																	
a. Complete Medical History project proposal																	
b. Implement Medical History project proposal																	
c. Add Spirographic data to the new DBMS and the Consolidated Physiologic Report																	
d. Integrate diagnostic computer EKG data into the new DBMS																	
e. Transfer existing CAMPS MEDPACK data into the new DBMS																	
f. Interface MEDPACK programs to the new DBMS																	
g. Develop additional statistical report programs to analyze clinical data																	
h. Develop programs to cross correlate items in the various subsystems																	

~~ADMINISTRATIVE~~ - INTERNAL USE ONLY
NARRATIVE STATUS REPORT

Computer Assisted Medical Processing Systems (CAMPS) *OMS 08-77*

January - March 1978

1. Activity This Period

In this period ODP finished the pilot Diagnosis Project proposal structured to utilize NIPS. OMS reviewed the proposal and discussed some revisions with ODP Medical Project Officer (MPO). Work has continued on a revised pilot Diagnosis Project proposal and it is scheduled for completion in April, 1978. The new IBM Bonner EKG program has been installed and tested by SPD/ODP and it appears to function properly. This program also has been transferred and installed into for utilization as a production program.

STATINTL

2. Problems and Shortfalls

The vendor of the new OMS EKG/Spirographic units was not able to meet the scheduled 27 February 1978 delivery date. The vendor now estimates delivery by 28 April 1978. It is too early to determine whether or not this delay will affect the scheduled September 1978 target date for complete implementation of the new EKG interpretive system. There are several 930 requests that are awaiting the results of the pilot Diagnosis Project.

3. Plans for Next Period

A revised pilot Diagnosis Project proposal should be finished. Work can begin on the pilot Diagnosis Project as soon as ODP assigns personnel to work on it. It is hoped the first EKG/Spirographic unit will be delivered for acceptance testing. OMS/ODP will work to tailor the EKG program to meet special OMS operational requirements.

4. Long-Term Outlook

This envisions the incorporation of medical history, selected EKG and Spirographic data, and existing data in the CAMPS data base into a common unified integrated DBMS. Completion of the foregoing items should facilitate data base maintenance and multifactorial analysis of the data base, thereby, assisting in attaining Directorate management goals of improved proficiency and enhanced information management.

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OFFICE OF PERSONNEL

Administrative - Internal

STATINTL

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Administrative - Internal Use Only

OP-14-77

January - March 1978

NARRATIVE REPORT/BRIEFING SHEET

Integrated Personnel Information System (PERSIGN II)

1. Activity This Period

- A. The programming of BATCHGIM II was completed in January as scheduled. It is in the final stages of testing and is being used in the PERSIGN II test data base as the operational system. The fully tested final version with complete documentation should be ready by mid-April.
- B. The programming of the COMVAD System, the dictionary or Common Validation system, was completed in February slightly ahead of schedule and the majority of testing has also been completed. Some additional programming will be required to correct problems surfaced in testing and to add an enhancement requested by the Office of Personnel.

2. Problems and Shortfalls

Members of the PERSIGN II design team developed a schedule which reflected all of the remaining tasks to complete the Personnel Action Specifications (Milestone 5 of this MBO). The first estimate showed a four month delay in the milestone which was deemed unacceptable. It was decided to postpone the Personnel History, GAP, portion of the project by up to one year (Milestone 4). The programmers and analysts were shifted away from GAP and onto PERSIGN II tasks which allowed the PERSIGN II and CENQUAL milestones to remain on schedule. The final GAP should be a better system because the analysts will have a better background in Personnel processing and will know exactly the types of information coming from PERSIGN II which will drive the GAP System.

3. Plans for Next Period

Continue the specification, programming and testing in all other areas of PERSIGN II.

4. Long Term Outlook

All of the tasks on this objective except milestone 4, the GAP Project which has been removed from the MBO, are currently on schedule.

Administrative - Internal Use Only

STATINTL ~~Administrative~~ ~~Internal~~ PLAN

STATINTL

OBJECTIVE NO.	OP-19-77	OFFICE	OP/SPD	RESPONSIBLE OFFICER		FY	FY RESOURCE ESTIMATE		PERIOD		STATUS					
						78	MYR	DOLLARS		OCT - NOV		X				
							.4			DEC - JAN		X				
										FEB - MAR		X				
										APR - MAY						
										JUN - JUL						
										AUG - SEP						
										X EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN						
OBJECTIVE					Survey system on data control of applicant processing to seek cost savings and service improvements to be completed May FY 79.											
ACTION PLAN (Milestones)					COMPLETION MONTH: SCHEDULED 0; ACTUAL X											
					OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Approval of feasibility study by Director of ODP.								●								
2. Concurrence in feasibility study by Director of Personnel.								●								
3. Complete specifications of applicant processing system.										●						
4. Coordinate with Office of Security on TEMPEST approval and location of hardware.										0---0						
5. Write (a) RFP or (b) sole source justification.											0					
6. Request bids.													0			
7. Obtain bids.														0		
8. Review and evaluate bids.																0
FY 79																
9. Place hardware order.							0									
10. Install hardware.										0						
11. Complete software.											0					
12. Complete software testing.												0				
13. Complete user training.												0				

Administrative - Internal Use

OP-19-77

January - March 1978

NARRATIVE REPORT

1. Activity This Period

STATINTL [] ODP/AD/BD, completed feasibility study on applicant processing (CAPER). Feasibility study determined that a minicomputer was a viable solution to case processing problem in OP. Feasibility study approved by Chief/SPD/OP and D/ODP and D/OP briefed. Problems of interface between CAPER and PERSIGN resolved. TEMPEST - approved space informally approved by ORD on 5th floor Ames Building. Decisions made on priority of installing terminals. Work is continuing on details of the system.

2. Problems and Shortfalls

Work on CAPER is being held in abeyance while ODP studies the PDP minicomputer and UNIX software. The aim of the study is to determine if PDP/UNIX has universal applicability in the Agency. If so, it will no longer be necessary to go through sole source justification. A recent suggestion by ODP that Insurance/Hospitalization be added to the minicomputer used for CAPER should not result in any delay.

3. Plans for Next Period

ODP scheduled to complete study of PDP/UNIX in early April. Work will continue on detailed plans for CAPER. Present specifications and locations of hardware to OS for TEMPEST approval. After OS has made determination concerning TEMPEST approval, specifications will be completed to include these recommendations. Study will continue on adding Insurance/Hospitalization to CAPER minicomputer.

4. Long Term Outlook

If the PDP 11/45 with the UNIX software is determined to be the solution to CAPER/OP, this MBO will be re-stated, providing a more definite schedule for the project implementation.

Administrative - Internal Use

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OFFICE OF SECURITY

Administrative - Internal Use Only

OBJECTIVE NO.	OS-21-78	OFFICE	SECURITY	RESPONSIBLE OFFICER	DD/PTOS	FY	FY RESOURCE ESTIMATE		PERIOD		STATUS						
							MYR	DOLLARS									
OBJECTIVE	By 31 July 1978, develop and implement a pilot production system that would create a searchable data base of Agency visitors as well as access records of badged personnel entering Headquarters Building at all times and other buildings at times when a sign-in is required.									OCT - NOV		X					
										DIC - JAN		X					
										FEB - MAR		X					
										APR - MAY							
										JUN - JUL							
										AUG - SEP							
F EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN																	
ACTION PLAN (Milestones)						COMPLETION MONTH: SCHEDULED O; ACTUAL X											
						OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Specifications completed and submitted for Office level review							X										
2. Request for project proposal submitted to ODP/Applications								X									
3. ODP project proposal completed and submitted to OS										0---X							
4. OS evaluation completed; project initiated										0---0							
5. Test and acceptance completed													0---0				
6. System implemented														0---0			

Administrative - Internal Use Only

~~Administrative - Internal Use Only~~
~~NARRATIVE~~ ~~ATUS REPORT~~

January-March 1978
Security Access Record System (SARS)

OS 21-78

1. Activity This Period

a. The Office of Data Processing (ODP) completed coordination of the draft Project Proposal with data base management, data entry management and data collection elements of the Office of Security (OS). The formal Project Proposal was completed and submitted to OS.

b. A demonstration of CAMEXEC, a VM keypunch program which permits high-speed data entry from Delta Data terminals was conducted. This demonstration included several proposed menus and error checking features of CAMEXEC. Keypunch data entry transactions requirements were estimated and submitted to ODP.

2. Problems and Shortfalls

Slippage by one month of milestones 3, 4, 5 and 6 resulted from a revision of initial tentative estimates only. No unusual problems have been experienced.

3. Plans for Next Period

Evaluation and coordination within OS of the formal Project Proposal will be completed. The question of the impact of estimated data entry requirements will be addressed by keypunch resources management. Hardware (computer terminals and signal links) recommended in the Project Proposal will be ordered if the Project is initiated.

4. Long-Term Outlook

Rescheduled completion dates remain as estimates due to the uncertainty of installation dates of computer terminals to support data entry.

5. Estimated Resource Requirements

ODP has estimated one-time developmental costs to ODP of \$10,400 in personal service funds and \$3,900 in computer time. ODP has also estimated OS resource requirements increasing gradually from April 1978 toward an estimated continuing operating requirement from FY 1979 on of one man-year for data entry (keypunch operator) and 1/4 man-year for data base management.

Administrative - Internal Use Only
 OBJECTIVE A. ACTION PLAN

OBJECTIVE NO.	OS-22-78	OFFICE	SECURITY	RESPONSIBLE OFFICER	DD/P&M	FY	FY RESOURCE ESTIMATE		PERIOD		STATUS	
OBJECTIVE	To ensure long-term viability and day-to-day reliability of the Security Automated Name Check Activity (SANCA) system and to conduct a study of possible system enhancements.						MYR	DOLLARS	OCT - NOV		X	
							1 1/4		DEC - JAN	X		
									FEB - MAR		X	
									APR - MAY			
									JUN - JUL			
									AUG - SEP			
									+ EXCEEDING PLAN			
									= MEETING PLAN			
									< BEHIND PLAN			

ACTION PLAN (Milestones)	COMPLETION MONTH: SCHEDULED O; ACTUAL X											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Institute regularly scheduled monthly SANCA back-up system exercise.			X	-O								
2. Complete documentation of SANCA programs and procedures.					O							
3. Complete modification of SANCA programs to make them amenable to MVS supervisory software.							O					
4. Complete study of possible SANCA enhancements.											O	

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Administrative - Internal Use Only

Administrative - Internal Use Only OS-22-78

NARRATIVE STATUS REPORT

January - March 1978

SANCA Documentation and Possible Enhancement

1. Activity This Period

- a. SANCA documentation (Milestone 2) was completed on schedule.
- b. ODP has advised that the modification of SANCA programs to make them amenable to MVS supervisory software (Milestone 3) is progressing on schedule.
- c. ODP, the Printing & Photography Division, OL, and the Security Records Division, OS, have begun to examine the conversion to microfiche of the SANCA back-up 3x5 card index. This is the first action toward completion of Milestone 4, the study of possible SANCA enhancements.

2. Problems and Shortfalls

None.

3. Plans for the Next Period

- a. Complete conversion of SANCA to MVS supervisory software.
- b. In addition to the conversion of the 3x5 index to microfiche, we plan to examine the possibilities of performing on-line name searches and of increasing the number of terminals which can have concurrent access to SANCA.

4. Long Term Outlook

On schedule.

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OFFICE OF TRAINING

25X1A

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OBJECTIVE ACTION PLAN

25X1A

L

OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS
	OTR	ep/Sup		MYR	DOLLARS		
OBJECTIVE	OTR 18-77		78	5		OCT - NOV	X
25X1A	Automate the [] Preventive Maintenance Program.					DEC - JAN	X
						FEB - MAR	X
						APR - MAY	
						JUN - JUL	
						AUG - SEP	
						F EXCEEDING PLAN M MEETING PLAN C BEHIND PLAN	

ACTION PLAN (Milestones)

COMPLETION MONTH: SCHEDULED O: ACTUAL X

25X1A 1. Coordinate with ODP in developing and implementing a preventive maintenance program and menu to support [] preventive maintenance operations, using as a data the Headquarters Engineering Branch computer program.

25X1A 2. Arrange for D/ODP to assign computer programmer/systems analyst to [] for six months' TDY in residence to oversee in-house development, programming, implementation, testing, operation, review, and long-range planning [] preventive maintenance computer program.

25X1A 3. Determine degree of availability of Headquarters computer time for planning purposes for automating the preventive maintenance program. In coordination with the Office of Logistics (OL) and the Office of Data Processing (ODP) determine amount of computer time available for input and query.

4. Coordinate with appropriate Headquarters components in order to program preventive maintenance tasks and establish maintenance inspection "do lists" in priority sequence.

25X1A 5. In coordination with ODP develop an ADP training program for [] trainees.

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Next 1 Page(s) In Document Exempt

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NARRATIVE REPORT

OTR 35-78

January 1978-
March 1978

Agency Training Record System

1. Activity This Period

The redesign of the Agency Training Record System is progressing through weekly meetings with the TRAIN Project Leader and the DC of the Training Support Division of OTR. The purpose of these meetings is to clarify the August 1977 requirement for redesign, by relating specific applications of the computer system of this project to other Agency components and their computer requirements for training information.

2. Problems and Shortfalls

None this reporting period. No estimate of manpower and dollar figures can be made at this time.

3. Plans for the Next Period

The minutes of the weekly meetings include the detailed specifics and the decisions taken. These specifics and decisions will provide the basis for a project proposal paper to be prepared by ODP which will be submitted in the near future.

4. Long-Term Outlook

When OTR and ODP are ready with a tentative proposal, the component training officers with their ADP representatives will be briefed on the proposed project.

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INFORMATION SYSTEMS ANALYSIS STAFF

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OBJECTIVE NO.	ISAS 25-78	OFFICE	ISAS/RAB	RESPONSIBLE OFFICER	FY RESOURCE ESTIMATE			PERIOD		STATUS						
					FY	MYR	DOLLARS	OCT - NOV								
					78	2.4		DEC - JAN								
								FEB - MAR								
								APR - MAY								
								JUN - JUL								
								AUG - SEP								
OBJECTIVE Build a Records Information System which will provide a common data processing system for records inventory and control applications. This is a multi-year objective which will last two years and possibly as much as five years. There are 10 primary milestones which represent the 10 major parts of the system. These are listed in order of priority. Milestones which will not be completed in FY 78 are not targeted for a completion month.								F EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN								
ACTION PLAN (Milestones)					COMPLETION MONTH: SCHEDULED O; ACTUAL X											
					OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Archives and Records Center Inventory System (ARCINS). Build a data processing system which will maintain a file folder by file folder inventory of all records retired to the Agency Archives and Records Center.																
a. Determine data requirements and procedures for collecting the data.						X										
b. System design.							X									
c. Software development.								X								
d. Start data capture.									X							
e. Design and implement system enhancements.																
(1) Establish and incorporate procedures to input DDO inventory data into the data base.											O					
(2) Produce a report(s), to be utilized by Records Management Officers, which provides a consolidated reference to all retired records for a given Office of Primary Interest.													O			

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OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY		FY RESOURCE ESTIMATE		PERIOD		STATUS					
OBJECTIVE <i>ISAS 25-78</i>				MYR	DOLLARS									
			F EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN											
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O; ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. e. (3) Enhance system to provide the capability to extract and produce a Shelf List for any selected job number.											0			
(4) Enhance system to incorporate job and/or folder tracking capability, i.e., is the job or folder on the shelf, has it been returned to the depositing office, has it been transferred to NARS, etc.														0
2. Declassification and Review (DARE). Build a data processing system which will maintain a document by document inventory of every document reviewed for declassification in accordance with Executive Order 11652.														
a. Establish system requirements.					☒									
b. Design System.						☒								
c. Software development.							☒							
d. Start data capture.								☒						
e. Design and implement system enhancements.														
(1) Produce a master index, hardcopy or film, of all documents which have undergone review for declassification.									0					

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FORM 3629 OBSOLETE PREVIOUS
2-78 EDITIONS

(41-42)

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OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY RESOURCE ESTIMATE		PERIOD		STATUS							
OBJECTIVE			FY	MYR	DOLLARS	OCT - NOV								
15AS 25-78						DEC - JAN								
						FEB - MAR								
						APR - MAY								
						JUN - JUL								
						AUG - SEP								
					F EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN									
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O; ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
4. Reports Management. Build a data processing system which will facilitate the effective management of the Agency's administrative reports. a. Establish system requirements. b. Design system. c. Software development. d. Start data capture.														0
5. Records Control Schedules. Build a data processing system which will maintain Records Control Schedules. Capabilities should include text editing, key word searching, and retrieval by schedule number and item number.														
6. Forms Management. Evaluate the feasibility of upgrading the RAB Forms application from a batch system to an on-line system, thus making forms data available to users of the Records Information System.														
7. Data Sharing with NARS. Study the capability of National Archives and CIA to exchange data in machine-readable form. Data will pertain to CIA records transferred to NARS.														

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OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD		STATUS						
OBJECTIVE				MYR	DOLLARS	OCT - NOV								
1545 25-78						DEC - JAN								
						FEB - MAR								
						APR - MAY								
						JUN - JUL								
						AUG - SEP								
						† EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN								
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O; ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
8. On-line capability for Records Informaiton System. Give Agency Records Management Officers on-line access to their segments of ARCINS, DARE, and the Records Control Schedules, and provide RMOs with the capability to use the on-line system to transact deposits and withdrawals of retired records.														
9. Active Records Inventory and Control System. Build a data processing system which will provide records inventory and control capability for records in active use. Applications will include: automation of registry tracking (Form 238), classified document accountability, and file folder accountability.														
10. Medium File. Build an adjunct to the above records inventory and control systems which will provide information on the medium of non-paper records.														

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PROGRESS REPORT

ISAS 25-78

1. Statement of Objective

Build a Records Information System which will provide a common data processing system for records inventory and control applications.

2. Report for the Months of: January, February, and March 1978.

3. Activity:

This objective has been redefined since the last reporting period. The objective statement and milestones in the original objective did not accurately reflect the data processing work ISAS has been engaged in since October 1977. The new wording of this objective (which continues to support the Directorate goal to enhance handling and exploitation of information) reflects our efforts to build a complete data processing system for records inventory and control applications. The old objective showed the work we were doing on only one part of this system--the part which concerns automating the accounting system used at the Agency Archives and Records Center. However, the activity section of the progress report we submitted for the last reporting period did discuss the work we had done on the entire system, so the narrative below will not repeat what has already been reported.

Archives and Records Center Inventory System (ARCINS). Agency components, when reviewing their records in the Agency Archives and Records Center (AARC), fill out Form 4034A, File Review Worksheet. This form is also completed when components make new deposits into the AARC. One copy of this form is sent to the Records Administration Branch for editing and keying into the computer system. The programming of this computer file is complete and to date we have keyed 2,700 file folder records. The keying has been done by two secretaries on a time available basis.

The Records Administration Branch has one terminal installed and a second due to be installed during the next reporting period. RAB has initially requested two part-time employees from the Office of Personnel to get us started on the keying work. We calculate that keying for ARCINS will require 5,800 staff-days to capture data on 1,425,000 file folders already in AARC. By the time this data has been captured, we should have the on-line capability identified as milestone 8 in our Action Plan, and Form 4034A will be discontinued.

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15AS 25-78

3. Activity: (Continued)

During this period the DDO put the finishing touches on their records review. As reported last period, the DDO has their own computer system and will give us a magnetic tape with the data we need for the Agency's system. During the next reporting period we will make the necessary arrangements for this exchange of data. To date the DDO has keyed 140,000 file folder records into their system.

Declassification and Review (DARE). After a file folder by file folder inventory of retired records is created in the ARCINS computer file, a printout is given to the Records Review Branch (RRB) enabling them to select 20 year old permanent records for declassification review. When RRB reviews a file folder they create a Form 4023A, Declassification Worksheet, on each CIA document in the folder. The data from this worksheet is then keyed into the DARE computer system.

The programming for the DARE file is complete and keying has begun. To date 1,200 Declassification Worksheets have been keyed into the computer by using branch clerical personnel on a time available basis. It is estimated that after the implementation of the Records Control Schedules (this implementation consists of the screening, reviewing, and documenting the records we have been authorized to keep) we will have 670,000 20-year-old documents to be reviewed. This will require about 2,500 staff-days of keying. RRB has asked the Office of Personnel for four part-time employees to do this keying.

One computer terminal is now installed in RRB and three more are on order. We do not know when we will get the additional terminals because we never budgeted for them.

Archives and Records Center Accounting System (ARCOUNTS). Our original objective for this year concerned this part of the Records Information System. The objective was to "build an automated records information system to replace the Electronic Accounting Machine and other systems used at the Agency Archives and Records Center." Because of the high priority that has been assigned to the ARCINS and DARE sub-systems, not very much has been done on ARCOUNTS. As stated in the report for the last reporting period, we envision this system to consist of a network of on-line terminals connecting the Agency Archives and Records Center with Records Management Officers throughout the Agency. The system is intended to eliminate the paperwork in depositing, accessioning, maintaining, servicing, and disposing of retired records.

Two trips to the Agency Archives and Records Center were made by our analysts and a briefing was conducted for AARC personnel to explain the Records Information System and their part in it. By June, we intend to have a written proposal for DDA management on what accounting functions at AARC can be automated and what this automation will cost.

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ISAS 25-78

4. Problems and Shortfalls:

A problem reported last period was our concern that we had not had the time to properly brief Agency records professionals on the Records Information System ISAS is building. During the past three months we have corrected this. We have included in our briefings on records review procedures a segment on the computer system and how we envision it being used on a day to day basis by records professionals throughout the Agency. These briefings have been given to all directorates and to all independent offices which have begun or are scheduled to begin their reviews. We also explained the system to members of the ADP Group of the Audit Staff, and to members of the Information Systems Security Group of OS.

We have had a problem getting the computer terminals we need. This was to be expected since we did not have a requirement for computer terminals until these past six months and we had never budgeted for them. Nevertheless, terminals are now critical to the success of the system and we are trying our best to get them and some part-time people to operate them.

Another problem which recently came up is the classification level of the data we can enter into the ARCINS file. In some components there may be a need to classify the file folder title (or report title if the reports are not in file folders). Our systems analysts tell us that any paper listings produced from the ARCINS file will be classified at the highest level of the data in the ARCINS file. This means that if one component needs to classify part of their file folder inventory TOP SECRET, the listings sent to all components must be classified TOP SECRET. This clearly will not work. An alternative is to limit the classification to SECRET for the entire system. But this does not solve the real problem of assigning a valid classification and codeword controls to computer output, and this would also limit the usefulness of the system. This is a problem which has to be addressed and it must be addressed now. This same problem must surely exist throughout the Intelligence Community.

5. Plans for Next Period:

Because of the increase in review work that will take place in AARC, we must concentrate our efforts on getting the additional computer terminals needed in the Records Administration Branch and the Records Review Branch. We must also begin to use part-time people for data entry if we are to avoid a major breakdown of our intended system.

6. Long-Term Outlook:

There are many parts of the Records Information System that we could be working on if we had additional systems analysts. The projections for FY 78 shown in our action plan have been based on the assumption that we will have no more than 2.4 people for system design and implementation. There are several other parts of the Records Information System which could be developed in parallel with ARCINS, DARE, and ARCOUNTS if the analysts were made available to us.

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80 MAR 1978

MEMORANDUM FOR: Deputy Director for Administration

FROM: Robert W. Gambino
Director of Security

SUBJECT: Unauthorized Disclosures - Problems and
Probable Solutions

REFERENCE: Prepared Statement by [redacted]
for the Senate Select Committee on Intelligence,
dated 3 February 1978 STAT

1. Action Requested: None; for your information
only.

2. Background: In response to your request, the Office
of Security has reviewed the referent statement by [redacted]
on the subject of unauthorized disclosures. While we agree
with his many concerns over "leaks" of classified intelligence,
we note that his proposed solutions have been directed toward
the Department of Defense and the military establishment to
the exclusion of the other participating agencies of the
Intelligence Community. This view is not intended to be
critical of [redacted] or his desire to improve the investi-
gative process of the DOD. To the contrary, should his recom-
mendations be implemented, at least one major component of the
Community would be strengthened to the benefit of all concerned. STAT

3. The unlawful disclosure of intelligence sources and
methods in the news media is a matter of concern to the entire
Intelligence Community. The various NFIB agencies, through the
Security Committee, Working Group on Unauthorized Disclosures,
have, over the years, examined a number of potential remedial
actions to solve, or at least abate, the continual problem of
"leaks." One of the most fundamental remedial actions is an
immediate and comprehensive investigation to determine the
identity of those responsible.

OS 8-0851

4. While Intelligence Community security components react promptly to "leaks," they are limited to their individual spheres of authority. Whenever an investigation extends outside the sphere of authority of a given agency, it is necessary for that agency to formally transfer investigative action to another department or agency. At that point, the concerned or transferring agency is completely dependent upon the resources of the other department or agency and cannot be assured, in all instances, that at some point the desired investigation will not be aborted or given secondary attention because of more pressing matters of concern.

5. The one government agency that could be relied upon, and has the authority, to conduct the extensive type investigation required in these cases is the Federal Bureau of Investigation (FBI). However, before the FBI can conduct any investigation involving an unauthorized disclosure they must first obtain Department of Justice (DOJ) approval. Any such approval is predicated, in each instance, upon a determination, by the requesting agency, that the compromised material or information can be declassified for prosecution purposes. These procedures create a dilemma in which the more sensitive the unauthorized disclosure the less likely it is that a swift, energetic investigation will be conducted. The repeated efforts of the DCI to convince the DOJ of the need for more streamlined procedures which would enable the FBI to act promptly in these cases, have all met with negative results.

6. Historically, the Agency has been very selective in the cases it has referred to the DOJ. In certain instances the purpose for the referral was based on evidence developed during the initial in-house investigation leading to a probable source of the "leak." In other cases the severity of the disclosure was sufficient to request a government-wide investigation. In all such referrals we were denied FBI assistance because the intelligence information disclosed could not be declassified.

7. We fully recognize that intelligence information, regardless of how acquired, is time sensitive. That is to say, it is generally declared sensitive at the time the disclosure occurred. At no time, however, has there been a concerted effort to determine whether the compromised information could be declassified at some future date, i.e., 30, 60, or 90 days hence.

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8. If it became a standard requirement to have proper authorities review each reported disclosure with the possibility of declassification within the short term reference period, we may find a lone case that could be referred to the DOJ with full assurance of our obtaining FBI assistance.

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9. In his paper, [] has noted that one of the main security problems concerning "leaks" is that there is no one in overall charge of leak matters in the U. S. Intelligence programs. We agree with [] and believe it would be most appropriate to establish a single focal point for reporting all occurrences of and investigations of unauthorized disclosures of classified data. This body would then be in a position, through monitoring, to force a determination of whether the classified data in question could be declassified now or later for prosecution purposes. Further, such an office, with the responsibility to oversee all "leak" investigations, would be able to insure an investigation was not prematurely aborted or given secondary attention. In the monitoring process, each NFIB member agency would report "leaks" to the central authority who, in turn, would evaluate the initial investigative report and direct further inquiries to associate agencies where appropriate. That office would also initiate action regarding the possibility of declassification and would be responsible for the referral of cases to the DOJ.

10. The establishment of a centralized authority for the Intelligence Community would still enable the individual agencies to operate independently within their separate spheres of authority but would add the necessary essential ingredient of coordinating the efforts of all concerned.

11. In August 1976, the National Foreign Intelligence Board, Security Committee (SECOM) established a Working Group on Unauthorized Disclosures (WGUD) to help in dealing with the vexing problem of increasing "leaks" to the news media. The WGUD is made up of personnel of departments and agencies represented on the SECOM and its function is to serve as an advisory body to the Committee. The charter states that the WGUD will meet at the call of the Chairman or upon request of any member agency or department.


12. The present structure of the WGUD, in the opinion of many, does not permit it to function in an authoritative

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capacity. It is incapable of initiating the necessary follow-up actions that are required in "leak" investigations because the members serve and act in a rather secondary manner and cannot always perform their assigned tasks in a prompt and timely fashion. The overall management of "leak" investigations should be centralized as a function of the SECOM staff with a single individual in authority. In this manner, investigative actions can be directed to the individual SECOM members who are the security representatives of their parent organizations and are capable of acting with greater authority.

13. In considering the restructuring of the SECOM, I fully intend to place strong emphasis on the need for overall improvement of "leak" investigations. Such cases need to be and will be aggressively pursued.

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Robert W. Gambino